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ANALYSING THE IMPACT OF HUMAN RESOURCE STRATEGIES ON EMPLOYEE'S
PERFORMANCE AT EMFULENI LOCAL MUNICIPALITY

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ABSTRACT

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Local Government in South Africa has undergone transformation. The transformation of local government from an institution which was totally fragmented as a result of former government's policy of apartheid to a developmental state charged municipalities with a responsibility of delivering and maintaining basic services to all citizens with each municipality's jurisdiction. This then meant that basic services had to be delivered even in communities where previously were non-existent or sub-standard. The white paper on local government defined a developmental local government as a local government that is committed to working with its citizens and groups within the community to find suitable ways to meet their social, economic and material needs and improve the quality of their lives. The importance on the above statement is the inclusion of people within municipal communities in the execution of municipal objectives.

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Developmental local government places renewed emphasis on the capacitation of municipal employees with necessary skills and competencies to meet the demands of its citizens. Central to employee's capacitation is the continued need for systems, standards and processes of development. A number of HRD policies and frameworks have been developed and legislated. These policies and frameworks include, amongst others, the Human Resource Development Strategy (HRDS), the national skills development strategy (NSDS) and the national development plan (NDP).

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Various government departments have developed their Human Resource Development Strategies through the national framework to align with the vision of the nation for capacity development. ELM has also developed its own HRDS however there is evidence of poor skills development within Emfuleni communities. This is signalled by the quality of services delivered as a result of incapacity by employees of ELM. This has resulted in disintegration between community members and the institution itself.

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ABBREVIATIONS

COGTA: Cooperative Government and ³³Traditional Affairs

DHET: Department of Higher Education and Training

E-Leave: Electronic Leave

ELM: Emfuleni Local Municipality

ESS: Employee Self Service

GIZ: German Agency for International Cooperation

³
HR: Human Resources

HRD: Human Resources Development

HRDS: Human Resources Development Strategy

HRD-SA: Human Resources Development Strategy South Africa

KPI: Key Performance Indicator

³
NDP: National Development Plan

NSDS: National Skills Development Strategy

OD: Organisational Development

³³
RPL: Recognition of Prior Learning

SALGA: South African Local Government Association

SA: South Africa

71 CHAPTER ONE: OVERVIEW OF THE STUDY

1.1 BACKGROUND AND ORIENTATION

10 Local Government in South Africa has undergone transformation. The transformation of local government from an institution which was totally fragmented as a result of former government's policy of apartheid to a developmental state charged municipalities with a responsibility of delivering and maintaining basic services to all citizens with each municipality's jurisdiction (Ntliziywana, 2017). This then meant that basic services had to be delivered even in communities where previously were non-existent or sub-standard. 13 The white paper on local government defined a developmental local government as a local government that is committed to working with its citizens and groups within the community to find suitable ways to meet their social, economic and material needs and improve the quality of their lives. The importance on the above statement is the inclusion of people within municipal communities in the execution of municipal objectives.

Developmental local government places renewed emphasis on the capacitation of municipal employees with necessary skills and competencies to meet the demands of its citizens. Central to employee's capacitation is the continued need for systems, standards and processes of development. 2 A number of human resource development policies and frameworks have been developed and legislated. 22 These policies and frameworks include, amongst others, the human resource development strategy (HRDS), the national skills development strategy and the national development plan.

10 Human resource development (HRD) is defined as a set of organized and strategic activities of an organisation to provide its employees with an opportunity to acquire the necessary skills to meet the objectives of the organisation (DeSimone & Werner, 2012:4; Singh, 2011). 6 Garavan and Dooley (2012:234) on the other hand mentions that HRD is any process or activity that, either initially or over the long term, has the potential to develop adults' work-based knowledge, productivity and satisfaction, whether for personal or group/team gain or for the benefit of an organisation, community, nation or, ultimately, the whole of humanity.

⁶ Meyer (2012:2) aligns with other authors by defining HRD as the ⁶ processes, systems, methods, procedures and programmes that organisations employ to improve their human resources by empowering employees with skills needed to improve organisational performance.

According to Armstrong and Taylor (2014:481) HRDS ⁵² is a declaration of intent which ⁷⁰ states in effect the institution's beliefs or ¹¹ strategy for investing in people will pay off. The strategy sets out how HRD processes, policies and programmes will contribute to the achievement of the corporate goals contained in the business plan. The strategy should address the critical success factors of the business in the field of product market development, innovation, quality and cost leadership. The strategy should demonstrate the link between learning, development and training activities and business performance and indicate how these activities will add value and contribute to the achievement of competitive advantage. ¹¹ HRD should be designed or be prepared within the context of the employee development philosophy of the business which should be determined by top level and communicated throughout the organization.

¹⁹ The constitution of the Republic of South Africa (Act 108 of 1996) under ¹⁶ section 195 (1)(h) further provides for the cultivation of good human resource management and career development practices to maximize human capital. This then emphasizes the need for skilled personnel in municipalities to ensure quality public service delivery. Mehlapa (2017:106) states that ⁶ the efficiency of administration is proportional to the ⁶ human resource capacity, therefore developing public institutions through updating human resources and improving their performance should be a priority. Every organisation has a mandate to effectively manage the human resource component as it is key to service delivery. Poor (2013) in Mehlapa (2017:106) states that the human resource standard is an important factor in government's potential to deliver its mandate.

1.2 PROBLEM STATEMENT

Emfuleni Local municipality (ELM) is faced with a number of challenges that affect the institutions ability to provide services as per the stipulation of the constitution. Poor performance by public officials is one of the challenges facing the institution. This is reflected by the general quality of services delivered to the citizens of Emfuleni. Poor service delivery at ELM has raised questions with regard to competencies of public officials at ELM. Inadequate service provision has also negatively affected public perceptions. Furthermore, poor service delivery has disintegrated the social cohesion between the ELM and its people. At a larger scale, perceived incompetence of public officials is a major contributor to poor service delivery and in turn, poor relations between ELM and community members.

The institution has had to deal with various forms of protests from community members demanding basic services as a result of the institution's failure to deliver on its mandate. The failure of the institution to deliver on its mandate is reflected by the number of power cuts which is largely attributed to the institution's inability to maintain its sources of power due to limitation on skills and lack of resources. Other issues of concern for Emfuleni's residents is the problem of sewer which spills in most of the locations around. Water cuts also reflect the institution's inability to deliver on its mandate. Refuse collection is also another major concern for communities around Emfuleni to a point where some local communities around have opted to using open spaces as dumping sites.

To mitigate the service delivery challenges the institution has, it requires public servants who are capable, dedicated and able to exercise greater care for the needs of the community. In view of this, As authorized by the COGTA, ELM has embraced the national human resource development strategic framework as a guide in the development of its own HRD strategy with the aim of enhancing performance and improve service delivery to residents. Despite the institution's development of its own HRDS, there is still evidence of poor capacity of employees which hinders the institution to deliver on its mandate. There is also no evidence of the implementation of the HRD strategy at Emfuleni and this has resulted in the development and training of employees uncoordinated and fragmented. The proper implementation of the HRDS is necessary for the acceleration of

quality ³ service delivery and the improvement of the municipality's potential. This ³ is in alignment with the country's developmental agenda. The manner in which the implementation challenges of the HRDS are understood and addressed determines the success of the implementation of HRDS.

There are a number of other reasons that impact the quality of service delivery at Emfuleni. To a degree, political instability and interference are mentioned amongst other reasons for poor service delivery however, the key factor to most of Emfuleni's poor service delivery is lack of relevant skills within the workforce of Emfuleni. ¹⁹ In view of the above, this study seeks to analyse the impact of the HRD strategy of human resource department on employee performance at Emfuleni Local Municipality.

1.3 RESEARCH OBJECTIVES

In an attempt to solve the problems reflected in the problem statement, this research will ⁶⁸ focus on the following objectives:

- To ³ determine the need for the development of a HRDS for municipalities.
- To determine the extent of the implementation of the HRD strategy at ELM.
- To analyse the impact of the implementation of HRDS on employee performance at Emfuleni.
- To explore the challenges related to the implementation of HRD Strategy at Emfuleni.

⁴² 1.4 RESEARCH QUESTIONS

The aim of this study is to analyse the extent of the development and implementation of HRDS and how that impacts on employee's performance and service delivery. This study seeks to answer the following questions and other concerns related to HRDS:

- ⁶⁷ What led to the development of HRDS in South Africa?

- To what extent has Emfuleni incorporated the HRD strategy to its strategic policies for implementation.
- To what extent does the implementation of HRDS impact employee performance at Emfuleni.
- What challenges has Emfuleni faced in the implementation of the HRDS?
- What HRD initiatives can be implemented at Emfuleni and how best can these initiatives be implemented to ensure the improvement of service delivery mandate and the institutions development mandate as set in the constitution of South Africa.

1.5 PRELIMINARY LITERATURE REVIEW

Since the commencement of democracy in South Africa, the development of adequate human resources has taken centre stage in various policies and strategies and serves as a strategic priority for government to meet its developmental objectives. The reconstruction and the development programme (RDP) consider the Human Resource Development as one of five core programmes to drive the implementation of Reconstruction and Development in South Africa (Department of Education 2011:6). The HRD priority for government was reinforced in the Growth Employment and Redistribution Strategy, which stated that the transformation depended on enhanced HRD. In this regard, the development and implementation of the HRDS was identified as consistent with the historical and current commitment of government to the developmental agenda.

The HRD strategic framework provides vision and direction for the HRD across the entire public service. The strategic framework makes provision for HRD functions and highlights training and development, performance appraisals, feedback and coaching, career planning and development, organisational development and potential appraisals as key functions of HRD Mohanty (2016:325). It is the role of the human resource department to carry out all HRD activities and understanding the parameters of HRD is crucial for the improvement of service delivery especially in municipalities.

The most comprehensive countrywide HRDS was launched in 2001 with the aim to respond to development challenges in the Human Resource field. The strategy set out the framework for the synchronization of the skills development across government with

the aim of improving the Human Development Index in South Africa and in turn reduce inequality and improve the country's position in the international competitiveness table HRD Council (2017:11). Furthermore, this strategy was approved to support an all-inclusive ⁶ approach to training and development in the South African Public Sector Van de Waldt, G., ⁵⁷ Khalo, Nealer, Phutiage, ² Van De Waldt, C, Van Niekerk & Venter (2014:183). Venter et al (2014:183) further states that the main purpose for HRD is to capacitate ⁸ the people of South Africa through acquiring the necessary skills and knowledge for effective and competent engagement in their work with the aim of achieving rapidly, ⁴ quality of life for all and to put in place the operational plan together with the necessary institutional arrangements to achieve this plan. Key to ¹ creating a better for all, the public sector must be directed by clear service delivery principles.

The implementation of the 2001 HRD-SA successfully secured the space for the skills shortage debate at a national level. The HRD agenda also found space for expression in the national scope of development leading to substantial budget for skills development by government. Though the HRD-SA claims a level of success, there are a number of challenges that hindered a complete success of the implementation of HRD-SA. These challenges include amongst others, ⁴ lack of institutional arrangements, structures, procedures, processes, capacity and the location of the HRDSA 2001 at both the then department of Education and Labour (Barlett, 2011:6).

Subsequently, ¹⁵ the 2001 strategy was reviewed and replaced with the updated version called HRDS for South Africa (HRD-SA)2010-2030. The identified challenges in the implementation of the 2001 HRDSA shaped the agenda for the revised HRD-SA 2010-2030 with emphasis on measures to mitigate those challenges in order to ¹ optimise the efficacy and outcomes of HRD in respect of South Africa's development agenda. Critical to the implementation success of the 2010-2030 HRDSA is the collective provision of leadership and support of implementation by all stakeholders Human Resource Development Council report (2017:7) These include government departments, academic facilities, communities, business and labour. The success of the implementation of HRD-SA is critical for the improvement of economic growth and improvement of global competitiveness of the country and at a grassroot level, for the improvement of service

delivery especially by government entities. In respect of the objectives of the HRD-SA 2010-2030.

In response to the call of government for a developmental state, local municipalities have been mandated to develop their own HRD strategies in an effort to improve the countries skills interface and in turn improve service delivery. These strategies prioritize the capacitation of government employees in an effort to improve the state of service delivery by government institutions. Emfuleni has responded to the call and developed its own HRDS. The main purpose of Emfuleni's HRD's strategy is the continued commitment of Emfuleni to provide adequate services to communities in and around Emfuleni. It is unfortunate that despite this initiative, there continues to be huge margins of inequality and poor service delivery within Emfuleni still accounted to lack of adequate capacity of employees within the institution. The issue of HRD strategy implementation at Emfuleni remains in question as a result of the quality of services delivered.

³ **1.5 RESEARCH DESIGN AND METHODOLOGY**

The research study follows a qualitative and quantitative method in the form of a semi structured questionnaire comprising of closed-ended and open-ended questions. A simple random sample will be conducted amongst the employees of ELM ranging from management, HR practitioners, Line Managers to general workers. Content analysis will be used to interpret the data collected for this study.

1.6 ETHICAL CONSIDERATION

²⁷
Approval to conduct the research has been acquired from the ELM. Participants in the research project have been ¹²informed that their participation is voluntary and that they can withdraw from the project at any time. They have been ³informed that their identity will be treated in the strictest confidence and that they will be informed of the research findings.

1.7 SIGNIFICANCE OF THE RESEARCH

It is projected that this research could generate findings which could be used by the management of ELM to address potential problems as identified.

1.8 CHAPTER OUTLINE

The chapters of ³this study will be outlined in the following manner:

Chapter One

⁵¹This chapter provides the introduction, a background to the study, problem statement, ³research objectives, research questions as well as the provision of the preliminary literature review.

Chapter Two

This chapter deals with the review of literature within the context of this study. It defines and discusses in detail the human HRDS. The global context of HRD is explored in this chapter together with the national context. The local HRD strategy with specific reference to Emfuleni's HRD strategy is also assessed in this chapter. Successes and challenges relating to the implementation of the HRDS at Emfuleni will also be outlined and discussed together with the overall impact of implementation to employee performance.

Chapter Three

This chapter outlines the research methodology with the aim to expand on the methodology that will be used in the quest for solutions.

³Chapter Four

This chapter will examine the data collected and the researcher will provide an interpretation of the data.

Chapter Five

This chapter provides the researchers summary of ¹⁹conclusions and recommendations on how best can Emfuleni deal with identified challenges that hinder the implementation of HRD strategy in an effort to improve employee performance.

1.9 Conclusion

In conclusion, this chapter ²⁴served as an introduction to the research study. The chapter began by providing a concise background to the study. The researcher provided the problem statement and the research questions. These were followed by a preliminary literature review. ³A brief discussion of the research methodology and design was outlined. The chapter then made provision for the procedure to be followed in ensuring that the researcher adheres to the ethical code of conduct for academic research when collecting data as well as an outline of the significance of the research. The chapter concluded by providing an outline of research chapters.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

The growing complexity of the work place as a result of the introduction of the New Public Management (N.P.M) and the impact of globalisation on national economies, production and trade has placed the question of HRD at the heart of contemporary public policy and development strategies. Development in the global context has made it imperative for all countries to respond effectively to the dynamic and competitive forces that impact on how national economies relate to global economies. The South African government is committed to promoting active labour market policies and guaranteeing the quality of training and education provided by prioritising the ever-present reality of the global economy and the imperatives to increase skills within the country to improve productivity and the competitiveness of its industry, business, commercial services and to address the challenges of an unequal society to make it more inclusive and to encourage greater cohesion.

This chapter will discuss in detail the concept, HRD within the context of this study including key functions associated with HRD such as Training and Development, Learnership, Mentorship and Coaching, Career Planning and Development, Organisational Development and Performance Appraisals. Secondly, this chapter will explore the HRD at an international level as well as at a national level. Thirdly, it will further analyse the Local Government Human Resource Development. Lastly, this chapter will provide an analysis of the development and employment of Emfuleni's HRDS outlining the successes and challenges of implementation as well as the overall impact on the employee's performance.

2.2 HUMAN RESOURCE DEVELOPMENT

HRD refers to formal and clear activities carried out by organisations as endeavours to enhance the ability of all individuals to reach their full potential. HRD helps develop individual competence levels, and to improve the productivity of institutional human resources – whether these are in formal or informal settings (DHET, 2010: 34).

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HRD can also be defined as a process for cultivating and releasing human proficiency through organisation development and personnel training and development for the purpose of improving performance Swanson and Holton (2001:14). The practice of HRD in the public sector is an essential activity in order to deliver public services effectively.

2.3 HUMAN RESOURCE DEVELOPMENT FUNCTIONS

Pillay (2016:14) states that the purpose of HRD is to provide a strategic human resource function within the institution. Mehlapa (2017:106) suggests as Meyer pointed out that it is the responsibility of the HRD to carry out roles such as:

- Drafting policies, strategies and action plans to enhance the creation and maintenance of a sound institutional framework for mentoring and coaching.
- Capacity building of mentors and mentees for effective management of their relationships with mentees.
- Provision of assistance in matching the mentors and mentees
- Monitoring the effective implementation of mentoring and coaching relationships and strategies.
- Monitoring and evaluating the effectiveness of Human Resources systems, processes and procedures and how they impact on employee performance.

As alluded above, Human Resources are developed through various functions and these include training and development, learnerships, mentorships, coaching, career planning and development, organisational development and performance appraisals.

2.3.1 Training and Development

Cloete (2016:58) defines training as a system of learning that upskill people to operate or perform at a particular set standard. The impact of training and development on the outcome is invariable immediate with a relatively shorter timeframe than education. Training is a learning process that allows employees to acquire new skills, knowledge and attitude that bring about a permanent improvement in the ability and behaviour that will lead to more efficient performance. The formal process of training empowers people by affording them an opportunity to learn new skills and to receive knowledge that will

accelerate their potential to meet organisational demands. Training improves the potential of an individual as well as the general outputs of the organisation.

Mehlapi (2017:108) further defines training as a method of obtaining and advancing ⁸ the knowledge, skills and attitudes required by employees to sufficiently perform a task or job or to improve the overall performance of both an individual and the organisation at large. Development on the other hand is a term with variations of meanings depending on the context being discussed. In this context, the term refers to the process by which long-term changes in competencies are attained ² as a result of formal and informal development experiences or practices. ² Fourie (2014:23) defines development as a process of moving from a state of incompetence to competence. Development improves the efficiencies of both the individuals in an organisation and the organisation at large and thus improves the organisations capacity.

2.3.2 Learnership

A learnership is an integrated and a comprehensive work-based learning programme that is aimed at helping individuals to acquire the ⁴³ necessary skills and workplace experience that will open up better employment opportunities. Learnerships are a channel for education and training, which allows individuals to work and their career while also studying for an educational qualification. Learnerships are programs which are introduced to equip learners with both the theoretical and practical experience which is aligned to a national qualification framework. The program entails a tripartite relationship between a learner, workplace and a training provider or a training institution.

2.3.3 Mentorship and Coaching

Oshinkale ²⁵ (2019:np) defines mentoring as a development system which is aimed at tapping into the existing knowledge, skills and experience of high performing employees and transfer these skills to newer or less experienced employees in order to advance their careers. Coaching ³¹ is another form of development which involves a person who is familiar with the processes and systems, being a coach, enhancing skills and knowledge of an individual with the aim of maximising their potential (Kent Estate:2017). Successful coaching requires an in-depth understanding of processes as well as the variations of

skills and techniques that are appropriate to the context within which the coaching takes place. Both coaching and mentoring are processes that propels individuals to function at their maximum potential.

⁴⁷ **2.3.4 Career Planning and Development**

Career planning and development is a process of identifying a career path aligned with the organizational and individual goals. The main focus of career planning is to assist an individual to have collate personal goals and the opportunities available in the organisation (Piplani, 2019:np).

2.3.5 Organisational Development

Organisational development (OD) is a process which responds to the changes ⁶⁵ in an organisation which is are prompted by changes in organisational goals, the internal and external climate, growth structure and processes (Corporate Finance Institute, 2015:np) OD focusses on innovative and inventive ² solutions to performance problems and organisational inefficiencies by considering the organisation's vision, structure, policies, procedures, managerial practices and strategies.

2.3.6 Performance Appraisals

²⁰ Silver (2020:np) defines performance appraisal as a regular review of an employee's job performance and overall contribution to an organisation. Also referred to as an annual review, performance review or employee appraisal, ²⁰ Performance appraisals provide employees with a clear and concise feedback on their work and justify pay increases and bonuses as well as termination decision whenever necessary.

2.4 THE INTERNATIONAL PERSPECTIVE OF HUMAN RESOURCE DEVELOPMENT

Garavan & Carbery (2017:2) define IHRD as a concept which encompasses processes ⁴⁵ which address the development and execution of HRD systems, practices and policies at the micro and macro level with the greater focus on the development of people in a global

context and these processes lead to a range of organisational, economic, social and sustainability outcomes.

Human Resources Development Strategies in the global context presents opportunities and calamities. The dynamics on opportunities and calamities differ from Country to Country and vary on their severity and degree of influence. According to Farooq (2015:np) some of the challenges range from the diversified legal and political influences. Governments in certain states are faced with exploitation, rebellion, autocratic rules that are severely distresses the legal and business system ¹² which will have an effect on the human resources development. Furthermore, Cultural influences are slightly unique to every state globally. There may be particular cultural customs and standards which are acceptable in one state but not welcomed in another. Therefore, the cultural influences may become a barrier for the implementation and smooth running of the Human Resources Development Strategies. The economic influences are also viewed as the blockade for effective global Human Resources Development Strategies as there is no single economic system is functioning globally. Therefore, prior to the development and implementation of any Human Resources and Development Strategies the economic barricades of the global operations ought to be appropriately understood by the institution. The labour relations or employee relations influences like policies and procedures of the global are invariably influenced by the relations of workers because the nature of these relations differs from one state to the other.

2.5 NATIONAL HUMAN RESOURCE STRATEGY.

⁷ The National Human Resource Strategy was launched in 2001 with the aim of addressing the skills challenges in South Africa. The HRD-SA sets the parameters ⁷ for the development of human resources in SA and stipulates its ⁷ role in meeting the country's economic, development and social needs. The HRD-SA was implemented however, challenges emanated which hindered its complete implementation. This then led to the development of the HRD-SA 2010-2030. The HRD-SA 2010-2030 identified eight

objectives crucial for achieving the strategy's outcomes. These objectives include amongst others the need to:

- Intensify the supply of priority skills in order to achieve accelerated economic growth
- Increase the number of people with the appropriate skills to meet the country's economic and social development priorities
- Expand the general access to quality basic education with emphasis on the attainment of improved learning outcomes for the disadvantaged.
- The pursuit of post-school vocational education and training or employment
- Provide learners with options to participate optimally as good citizens.
- Provide young people with access to education and training opportunities to improve their employability status.
- Improve technology and innovation to increase the country's competitiveness
- Capacitate the public sector to meet the needs of a developmental state and establish mechanisms for government to achieve the objectives of the strategy.

These objectives were set to be achieved in the first five (2010-2015) years of the strategy. In the year 2015, the Human Resource Development council conducted research to assess the extent of the implementation of the strategy and the research report indicated that strides have been made towards achieving the five year targets however some areas presented challenges that needed to be addressed in order to advance with the implementation. Generally, these challenges related to social cohesion, the economy's capacity to absorb skilled individuals, educational inequality and poverty.

2.6 LOCAL GOVERNMENT HUMAN RESOURCE DEVELOPMENT STRATEGY

Local Government as a sphere of government closest to the people is constitutionally mandated to provide basic services to the citizens of the country. In order to effectively achieve this, municipalities need to be staffed with competent and capable workforce. This puts HRD at the top of Local Government agenda. The HRDC makes provision for

the local government to establish a framework for the elaboration of local government HRD strategies and plans. These strategies and plans need to be designed to take into account national imperatives and initiatives whilst responding to local priorities and imperatives.

In respect of the above, the South African Local Government Association (SALGA), in partnership with The Department of Cooperative Governance and Traditional Affairs (COGTA) and the German Agency for International Cooperation (GIZ), undertook an assessment to determine the state of HR practices which have been adopted by different municipalities and the impact that such practices have on the vision of a developmental Local Government system. The report highlighted good practices in respect of HRD Strategy as well as challenges thereof. The report further highlighted that very few municipalities have attained sustainability in relation to the creation of innovative and strategic administrations and integrated human resource management systems. In consideration of issues raised the report further proposed the adoption of specific reform processes including the development of the HR strategy which would prepare Municipal Councillors and employees for a major shift in HR management and development.

The Local Government HRD Strategy was developed in line with:

- The Legislative, regulatory and policy requirements as they relate to local government in general and HRD-Strategy specifically;
- Good practices with regards to HRD-Strategy within local government, the South African public service and internationally;
- The project team facilitated a workshop with HR practitioners from Municipalities where additional inputs were made on priority areas of support and were identified;
- A questionnaire linked to priority focus areas was sent out to Municipalities, the purpose was to identify specific activities that needed to be undertaken as part of the implementation of this strategy as well as the identification of products and services to be provided by SALGA.

2.7 EMFULENI LOCAL MUNICIPALITIES HUMAN RESOURCE DEVELOPMENT STRATEGY¹²

Since 2009 ELM has been radical in the development of Human Capital related policies and periodic reviews of processes and procedures. The development of the HRD-SA at ELM¹⁰ represents yet another milestone in the continuing efforts of ELM, to enhance performance and service delivery of public service to the residents. Accordingly, the development of the Local Government HRD-Strategy it is vital for the Municipality to enable it to actualize its constitutional mandate² to;

- Provide a democratic and accountable government for local communities.
- Ensure the provision of services to communities in a sustainable way.
- Promote social and economic development.
- Promote a safe and healthy environment.
- Encourage the involvement of communities and community organisations in the matters of local government.

The overall purpose of ELM's HRD-Strategy is to;¹⁴

- Ensure adequate Human Capital that meets the strategic goals and operational plans of ELM - the right people with the right skills at the right time and place;
- Keep up with social, economic, legislative and technological trends that impact on human resources in our area and in the Local Government Sector;
- Remain flexible so that ELM can manage change, if the future is different than anticipated.

This HRD strategy predicts the future HR management needs of the Municipality after analysing the current human resources status, the external labour market and the future HR environment that the Municipality will be operating in.

The municipal overall HRD Strategy¹² is aimed at addressing major human resources capacity constraints currently hampering the effective and equitable delivery of public services and in particular the realization of Integrated Development Plan of the Municipality.

2.8 SUCCESSES AND CHALLENGES OF THE HUMAN RESOURCE DEVELOPMENT STRATEGY AT EMFULENI

Strides have been made to bring the level of professionalism and for that fact, quarterly reports are produced to guide and keep the leadership of this institution abreast of trends and incidents and the following are conspicuous:

- The rollout of E-Leave commonly known as Employee Self Service is one of the success stories albeit this is still work in progress;
- Capacity building of HR personnel in HR related short courses is ongoing;
- The provision of Internship, Learnership, Apprenticeship and other development opportunities with more preference to young people around Emfuleni.
- Enrolment of Senior and Middle Management through National Treasury minimum competency training programme;
- ELM conducted a comprehensive Skills Audit which presented valuable outcomes that guided training interventions in the Municipality;
- Development of HR procedure and induction manuals;
- Similarly, the Municipality showed commitment and dedication in capacity building by increasing the training budget drastically from approximately R900 000 to the range of R13 000 000 even though there is need for more;
- Enrol on average 200 employees in various training programmes annually;
- The Municipality's HR Department continues to introduce policies that manages Human Resources processes and procedures viz: Induction Policy, Relocation Policy, Placement and Migration etc.
- ELM continues to procure services of a credible company to conduct vetting of qualifications and criminal background to curb fraudulent and job applicants using falsified documents;

Though there are tangible outcomes as a result of the implementation of the HRD Strategy, critical challenges now facing ELM, and even more so over the next decade and beyond, include the strategic management of the complexity of workforce. Dealing with workforce complexity requires a more differentiated and sophisticated approach to

the management of human capital. The human resources aspect is debatably the most significant feature contributing to any institution triumph, but it is one of the smallest effectually managed business roles. A predicament for Local Government is, how to maximise the flexibility.

The implementation of the HRD Strategy at ELM presented the institution with challenges that could be segregated departmentally and institutionally. Below is a classification of those failures:

Departmental:

- Skills gaps.
Employees lacking relevant qualifications related to Human Resources.
- Critical vacancies or shortage of critical skill.
Noting that the Human Resources as a function has evolved, there is a need for specialised skill like data scientist, data analytics to analyse the trends and advise to management on strategy and the vision of the Municipality.
Sufficient capacity to deal with Human Resources challenges proactively like taking the approach of being more preventative than reactive as is the case current.
- Lack of structured integrated induction.
Newley appointed and current employees are not adequately inducted and this have correlation to transgressions, poor performance and culture of the Municipality.

Institutional:

- The unavailability of the electronical web-based recruitment system.
The current manual system of recruitment is costly, time consuming which contribute in the delay in the filling of vacant positions;
- Unavailability of the electronic integrated time and attendance management system.

The current manual clocking system is open to human manipulation, present blatant error and costly to administer.

- The unavailability of the employee electronic integrated verification system.
The current manual employee verification system may not be fully accurate, time consuming, causes coordination and administration nightmare and is open to human manipulation.
- Lack of access to tools of trade mainly to elementary employees viz: access to computers or related gadgets with internet to enable them to make electronic leave applications amongst others.
- Low level of electronic and computer literacy to mostly elementary employees.
This create a challenge when systems are introduced resulting in complaints or grievances and lack of implementation.
- Lack of the evaluation system to establish return on investment on training and development interventions.
Evaluation to measure impact on performance and whether training was the relevant intervention is not adequately executed.
- Perpetual none compliance to affirmative action programmes and the employment equity of the ELM.
The Municipality is lacking behind on equitable representation of certain races and gender like African Females, Colours and Indians.
- Failure by line managers to uphold and implement human resources related Policies, processes, procedures, legislations.
This results in line managers abdicating their responsibilities to manage and lead their human resources to the Human Resources department which in return poses a huge burden to the department.
- The disjointed organisational structure for human resources related department viz: Organisational Development, Labour Relations, Human Resources and Employment Equity.
This structure perpetuates silo work operations and presents lack of synergy.
- The uncondusive organisational culture and working environment.

The culture and the working environment of the Municipality is not encouraging high performance trait i.e. low staff morale, no adequate support for the provision of tools of trade, excessive labour disputes, lack of trust, high disregard of the rules of law.

2.9IMPACT OF HRDSA IMPLEMENTATION ON EMFULENI'S OVERALL PERFORMANCE

Despite the development of the HRD strategies at Emfuleni, there is evidence that the quality of services delivered is not improving. Employee performance is still relatively low leading to delivery of sub-standard services and to an extent, lack of service delivery. Communities around Emfuleni have on various occasions voiced their concerns around the issues of poor service delivery as a result of incompetent employees however their concerns seem to be falling on deaf ears. From the above discussions, it is evident that that the implementation of Emfuleni's HRD strategy is faced with various challenges ranging from institutional challenges to departmental challenges. An inference can be drawn from the preceding statement that the development or the implementation of HRD strategies at Emfuleni has had no impact on the individual employee performance and on the overall institution's performance.

¹⁵ 2.10. CONCLUSION

This chapter has discussed in detail the HRD within the context of this study including key functions associated with HRD such as ³⁸ Training and Development, Learnership, Mentorship and Coaching, Career Planning and Development, Organisational Development and Performance Appraisals. Secondly, this chapter has explored the HRD at an ¹² international level as well as at a national level. Thirdly, it has analysed the Local Government HRD. Lastly, this chapter has provided an analysis of the development and implementation of Emfuleni's HRDS outlining the successes and challenges of implementation as well as the overall impact on the employee's performance.

The vision of capacity development is a national goal aimed at enhancing the quality of service delivery and global competitiveness. The HRDS is a policy framework that when properly implemented could achieve the vision of capacity development. ELM needs to create a platform conducive for the implementation of its own HRDS by all relevant stakeholders. This includes proper coordination, planning and management of the strategy. Emfuleni should also ensure an integration of this policy into the overall organizational strategic priorities to ensure that capacity development as means to improved service delivery remains a priority within the institution.

⁶
In Chapter three, the research design and methodology to be used in this research study will be outlined including the methods of data collection and various forms of statistical analysis. The chapter will further indicate the parameters of this study's reliability and validity before concluding by outlining the procedure the researcher will follow to ensure compliance with the ethical requirements of collecting data. The chapter will conclude by

3.1 INTRODUCTION

The review of literature revealed a number of concerns relating to Emfuleni's inability to effectively and efficiently implement its own HRD strategy. In an effort to understand concerns around the challenges to implementation, the researcher employed various techniques of collecting data related to HRD implementation to support the outcomes of the literature review. These techniques are envisaged to reveal the views of employees at Emfuleni around the implementation of Emfuleni's HRD strategy and its impact on employee performance, outlining implementation challenges and potential solutions to the implementation challenges.

This chapter provides a framework for methodologies that the researcher used to collect data relevant to the study. Research presents itself in three distinct forms, the qualitative, the quantitative method and a mixed method. A qualitative research method is a form of data collection which involves the collection and analysis of data in a non-numeric form with the aim to understand concepts, opinions and experiences. Researchers engage with research qualitatively to generate an in-depth understanding of the research phenomena or chart a path for new research ideas. Quantitative method is the method of gathering data in a numerical form. The data collected quantitatively can be categorized, measured in units or ranked in order. A researcher who engages on quantitative research aims to test a theory in order to ultimately support or reject it or to establish general laws of behaviour across different settings (McLeod 2019:6). A mixed method is a combination of the two methods. This chapter outlines the research design of this study specifying the target population, the sample, sample size and the sampling method. The chapter further provides the methods used to collect data and data analysis and interpretation. The chapter makes provision for various statistical analysis methods and further indicates the process the researcher followed to ensure the ethical considerations in administering the chosen methodology of research. The chapter further makes provision for the process the researcher followed to ensure the reliability and validity of the research.

3.2 RESEARCH DESIGN

Research design is the method within which the researcher plans and executes the research project. Sileyew (2019:2) suggests that research design is aimed at providing a framework for a study. It relates to the decisions about the choices made in relation to the approach since it outlines the process within which information will be gathered. As indicated in 1., this study follows a mixed method of collecting data which is the incorporation of both the qualitative and the quantitative method. Mixed methods of collecting data provides a better understanding of the research problem. The integration of both the qualitative and quantitative research method permits a more complete and synergistic utilization of data than separate quantitative and quantitative data collection and analysis (Jennifer Wisdom, 2013). It is imperative for the researcher to make a distinction between the qualitative and the quantitative methods of collecting data.

As Bhandari (2020) suggests, a qualitative research method is often used in the field of humanities and social sciences to generate an in-depth understanding of the research phenomena or chart a path for new research ideas. McLeod (2019:6) points out the distinction between qualitative and quantitative methods and emphasizes the quantitative method as that method of gathering data in a numerical form with the aim to test a theory in order to ultimately support or reject it or to establish general laws of behavior across different settings. The qualitative research method was used in conducting the semi-structured interview questions with the aim to guide the conversations by means of a questionnaire and in providing respondents with ample autonomy in discussing points of interest to them within the parameters of the implementation of HRD strategies at Emfuleni and the perceived poor performance of employees.

The first part of the study consisted of a series of well-structured questionnaires, semi-structured interview, interviews scheduled to determine how employees feel about the implementation of HRD Strategy at ELM. The main purpose of this research is to analyze the impact of HRD strategies as means to improve employee performance at ELM.

3.2.1 Target Population

The target population in this research project is selected following a research pattern called purposeful sampling. Purposeful sampling is a process of choosing individuals or small groups of people with relative knowledge on the subject matter (Ashley Crossman, 2020). In this study, the target population was identified based on the problem to be investigated. The target population for this research was identified as the Executive Leaders, the Human Resource Practitioners, Line Managers, Employees and Service Providers at ELM. After the selection of the population, a formal request was initiated with the responsible individual to obtain permission for participation in the research project.

3.2.2 Sample

Research is often conducted to test a theory within a group of people. It is almost impossible to collect data from such a pool of people therefore it becomes imperative that a smaller group from the larger one be selected for participation in the research project. The smaller group is referred to as a sample group (McCombes, 2019). In the context of this research, a sample was selected from the Management of Emfuleni, The HR Department, Line Managers, General Employees and Service Providers.

3.2.3 Sample Size

The sample size was about 30% of the sample population namely, 10% of the Executive, 10% of the HR Practitioners, 20% of the Line Managers, 53% of the General Employees and 7% Service Providers.

3.2.4 Sampling Method

According to McCombes (2019:np) there are two methods of sampling namely:

- Probability Sampling - This sampling method incorporates random selection of the sample in an effort to make statistical interpretations about the whole group
- Non- Probability Sampling - This sampling method involves selection of sample based on convenience and other criterion in an effort to easily collect the initial data

3.3 DATA COLLECTION

²³ In this research project, a questionnaire-based technique was chosen. A structured questionnaire was prepared using a five-point Likert scale and distributed to selected individuals. The questionnaires were printed and distributed to the participants and others were distributed through email. The questionnaire was designed to indicate the employee's perception on the impact of the implementation of HRD Strategy on performance at ELM. The ⁵ structured questionnaire was also supplemented by open-ended questions which could be answered in the form of comments. Interviews were also scheduled with the Executive Leaders of Emfuleni. The main purpose of the interview questions was to indicate the level of commitment of the executive in the implementation of HRD Strategy at Emfuleni and how they perceive its impact on the overall employee performance. Structured interview questions were ⁵ also supplemented by open ended questions which could also be answered in the form of comments.

3.4 DATA ANALYSIS AND INTEPRETATION

In a qualitative method, data refers to collected information expressed through texts and narratives. In this research, trends and patterns were analyzed through a free-flowing text analysis method and quotes, for a quantitative method, data collected through structured questionnaires was analyzed through graphical presentations such as charts and bar graphs.

3.4.1 Data Reporting

Subsequent to the process of data collection and analysis, the researcher must ⁵ present the results in a form of a paper. Qualitative results can be reported through various ways. In this research context, the researcher followed a natural progression reporting style by observing ⁵ trends and forms to afford the reader an opportunity to clearly follow the argument through to the results of the study. As indicated above, quantitative results were expressed through charts and bar graphs for each of the stages in the development and the implementation of HRDS.

3.5 STATISTICAL ANALYSIS

3.5.1 Descriptive Analysis

Descriptive analysis is used to analyze characteristics from the data that will disclose some unknown traits of the data set. As Zikmud (2017) defines it, descriptive analysis is the transformation of raw data into a form that will make it easy to understand and interpret, rearrange, order, and manipulate to generate descriptive information. Tables, charts, diagrams are some of the methods used under the descriptive analysis. In this research study descriptive statistics were used to analyze the data that was collected so as to give out clear image of how things are.

3.5.2 Univariate Analysis

Univariate Analysis relates to an analysis of data containing one variable (Zikmud, 2017). The purpose of this form of analysis is to describe data and find patterns that exist within it. In this research bar charts will be used as a form of univariate analysis.

3.5.3 Bivariate Analysis

This form of analysis is used to analyze data between two variables. It can be used as to compare analysis between two different variables (Zikmud, 2017). A line curve graph will be used in this research to analyze the correlation between the activities of HRD strategy and employee performance.

3.8 Multivariate Analysis

This method of analysis relates to data analysis between three or more variables (Zikmund, 2017). In this research, the additive tree analysis will be used to interpret data.

3.5 RESEARCH VALIDITY AND RELIABILITY

To test the validity of the research project, there are two questions that need to be addressed. (1) Is what the researcher reported believable. (2) To what extent can the reader have confidence in the results of the study. Some authors advocate the qualities

of the researcher also as important means to determine the validity of the research outcomes. These qualities include the researchers perceived objectivity in interpreting research results, sensitivity and an ability to clarify and summarize key statements, the researcher's ability to adapt to changes in circumstances relating to research as well as the researcher's ability to use a holistic approach. In a qualitative research, some authors recommend conformability, transferability, dependability and credibility as means to test the reliability of the research results. In this research, direct quotes from the respondents were used to support the research arguments in qualitative reporting and the quantitative results were reported using bar graphs collectively with analysis and interpretation. The chosen reporting methods are used with the hope of attaining increased levels of trust in the outcomes of the study.

3.7 ETHICAL CONSIDERATIONS

One of the key considerations for social research is the individual autonomy. Participants in the social sciences research have the right to information concerning the nature and consequences of the study they are participating in. This consideration constitutes respect for human freedom and highlights that research participants must agree to participate in the study voluntarily without any physical or psychological coercion and their agreement be based on complete and freely-available information. In this regard, all respondents were provided with guidelines and information on ethical consideration

According to (Martin, 2019) a code of ethics insists on the principle of respect for human dignity which includes the right to self-determination and the right to full disclosure. The right to self-determination is expressed by providing the respondent with the right to refuse to participate in the study, the right to discontinue with the study if they feel uncomfortable, the right not to answer specific questions if they do not want to disclose that information and the right to seek clarification if they are not sure about any aspect of the research study. The right to full disclosure highlights the researcher's responsibility in describing the nature of the research study, the researcher's responsibility and the risks or benefits involved and the respondent may retain the right to refuse participation.

In this study, the researcher assured the respondents of the protection of their identity. All distributed questionnaires were accompanied by a letter clarifying the code of ethics and ensuring the respondent's confidentiality. No respondents were forced to give their feedback and they were allowed freedom to choose whether or not to participate in the research.

3.7 CONCLUSION

¹⁹ This chapter has outlined the research methodology to be used in this study. Emphasis was given to analyze the distinct research designs. This chapter also made provision for an outline of methods of data collection and analysis giving an extensive outline of the various forms of data analysis. A content was also provided to determine the extent of validity and reliability of the research. Procedures to be followed in ensuring the consideration for the code of ethics in research study were also expressed in this chapter. structured interview questionnaires and open-ended questionnaires were used to capture as much detailed information as possible. Step by step procedures were followed to analyze the impact of HRDS implementation on individual performance of Emfuleni employees. the researcher used a free flow text analysis to analyze the qualitative data. This was expresses through the graphical content. Qualitative and quantitative data collection methods are distinctive in nature. While researchers who opt for qualitative methods aim to study things in their natural setting and attempting to make sense of and interpret concepts in terms of the meanings people bring to them quantitative methods are used by researchers who aim to test a theory in order to ultimately support or reject it or to establish general laws of behavior across different settings.

CHAPTER FOUR: RESULTS PRESENTATION AND DISCUSSION

4

4.1 INTRODUCTION

As discussed in the preceding chapters, the local HRD strategy was developed at Emfuleni with the aim of capacitating employees to enhance their productivity in the delivery of services. There were challenges that were identified which hindered the effective and efficient implementation of Emfuleni's HRD strategy. Drawing from the current challenges faced by the residents of Emfuleni as a result of poor service delivery due to incapacity of employees within Emfuleni, the researcher conducted interviews with all the relevant stakeholders of HRD at Emfuleni. The main purpose of this study was to determine the impact of HRD strategies to employee performance at ELM.

4

This chapter therefore focuses on the results obtained from the study. As specified in chapter 3 questionnaires were distributed to the sample group with the aim of broadening the scope of understanding the perceptions of employees regarding their issues relating to capacity development. Interviews were also conducted with various stakeholders mainly the management. The results obtained from the semi-structured interview questions and the structured questionnaires are provided and interpreted.

4.2 INTERPRETATION OF THE RESEARCH FINDINGS

4

This section outlines the findings obtained from the semi-structured interviews and the structured questionnaires (Appendix B and C).

The semi-structured interview questions were developed and classified into five sections and distributed in person and others through emails to the sample group. A total of employees responded and the data was recorded accordingly. The respondents were grouped in the categories as permanent staff and fixed term contracts. The composition of the staff was Management, H.R Practitioners, and the General Workers. The questionnaire was categorized into five sections, section A, the biographical details of the respondents, section B, The implementation of the National HRDS, Section C, The Impact of HRDS on Public Service Delivery, Section D, Local Government HRDS and Section E, Emfuleni's HRDS.

The results of this study are presented through quantitative and qualitative method. The results are expressed through various sections (Sections 4.2-4.9) and this is followed by qualitative descriptions of the general perceptions of the respondents on the impact of the implementation of HRDS at ELM. The first section of the structured interview questionnaire is based on the respondent's biographical details. The section covered the category of employees, Employees gender and age, employment duration and the employee's education level.

4.2.1 Employment Category

This category was aimed at determining the terms of employment for the target population. Of the sample respondents, there 89% indicated that they were permanent staff of Emfuleni and 11% were employees on a contractual basis.

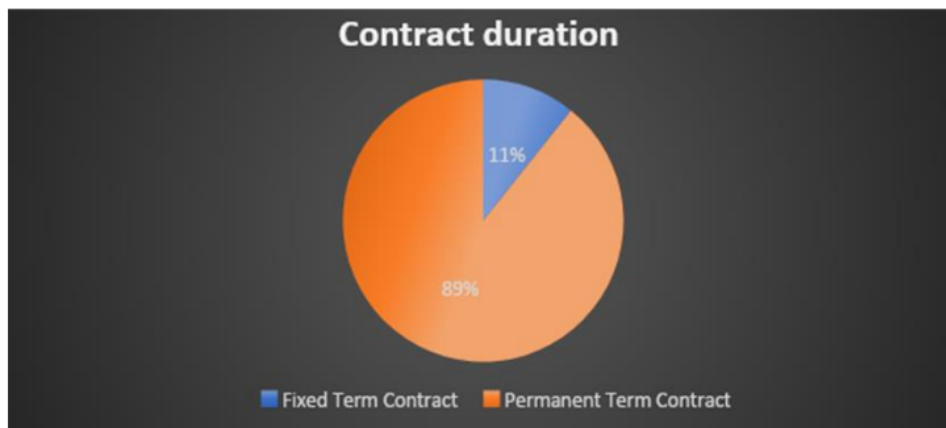


Figure 1: Employment category

4.2.2 Gender

Gender distribution of the target population was aligned in such a way that females represented 39% and males 58% and the other 3% of the sample did not specify their gender.

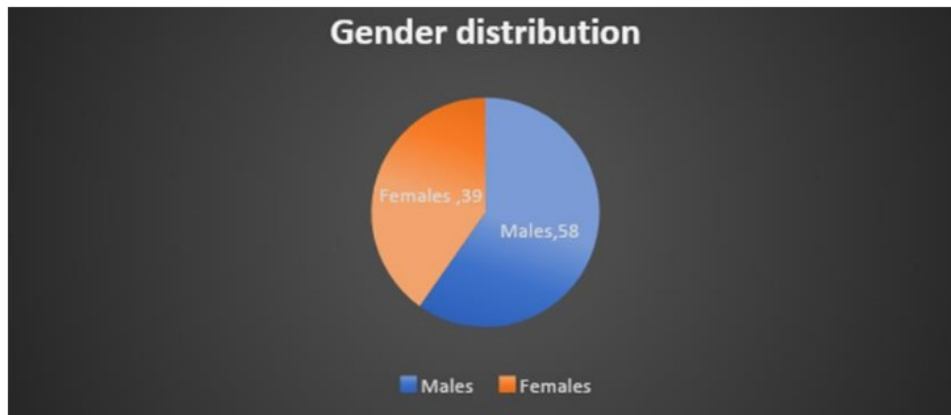


Figure 2: Gender profile

4.2.3 Age

23% of the target population were aged between 18-25, 41% aged between 26-35, 20% aged between 36-45, 14% aged between 46-55 and 2% aged between 56-65.

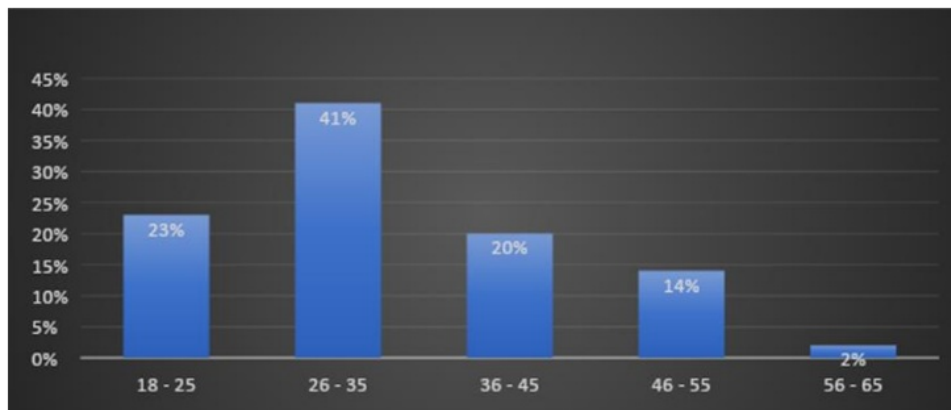


Figure 3: Age profile

4.2.4 Employment Duration

4.2.5 Education Level

About 23% of the sample were in a possession of matric. 14% were in possession of national certificates, 40% in possession of a national diploma certificates, 19% in possession of degrees

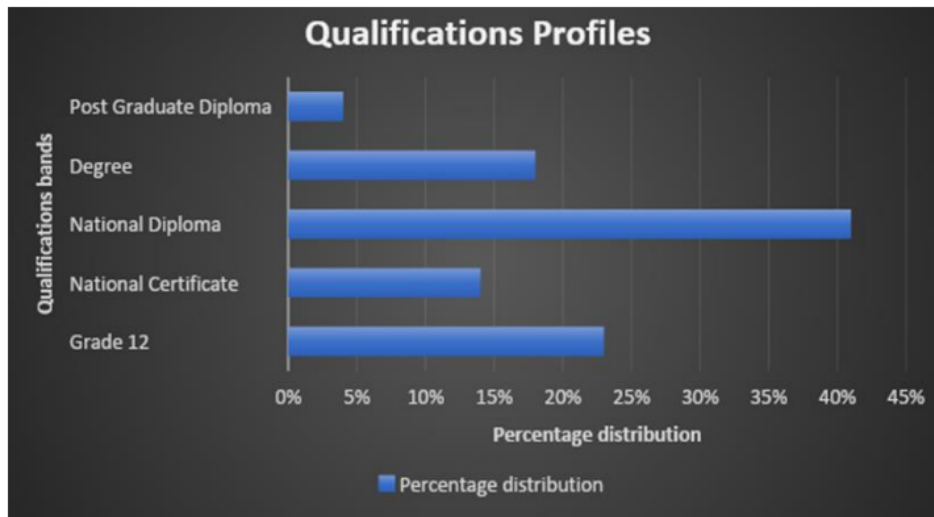


Figure 4: Education levels graph

4.3 NATIONAL HUMAN RESOURCE DEVELOPMENT STRATEGY

This section covered four questions related to the ⁶ development and implementation of the National HRDS. The purpose of these questions was to gain understanding as to whether or not the respondents understood the basis of HRDS in South Africa and to evaluate whether the respondent's perception on the implementation of HRDS matches the actual need for HRDS as outlined in the constitution. The construction of these questions was centered around the following concepts:

- The development of the national HRDS
- The implementation of HRDS
- Challenges to implementation of HRDS
- Mitigation strategies of the challenges to implementation of HRDS.

4.3.1 In your opinion, what has led to the development of the HRDS

The development of the HRDSA at a national level was as a result of the skills and capacity gap identified in the country. 72% of the respondents were in agreement that the introduction of the HRDS was to curb the skills and capacity deficit in the country while 13% was of the opinion that the HRDS Strategy will close the inequality which existed in

the past. 14% was of the view that the HRDS was introduced as a result of the country not having a framework for HRD and 1% did not know.

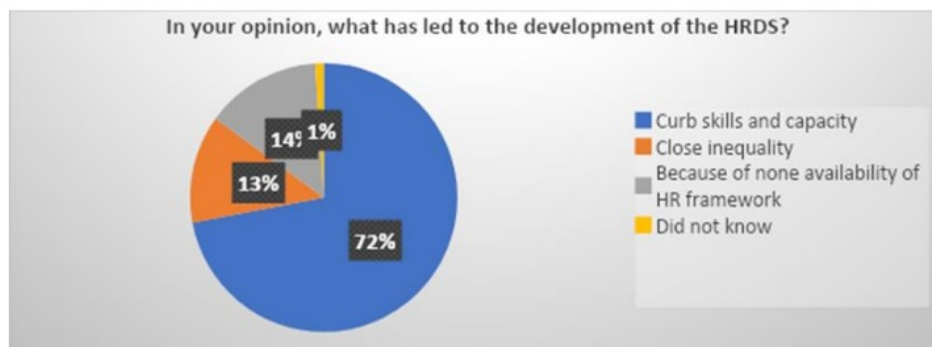


Figure 5: The development of HRDS

4.3.2. What is your view on the overall implementation of the national HRDS?

91% of the respondents echoed a similar sentiment that the HRDSA showed very little impact on the capacity and skills development in the country. 9% of the respondents indicated that the implementation of HRDS has significantly improved the skills gap in South Africa.

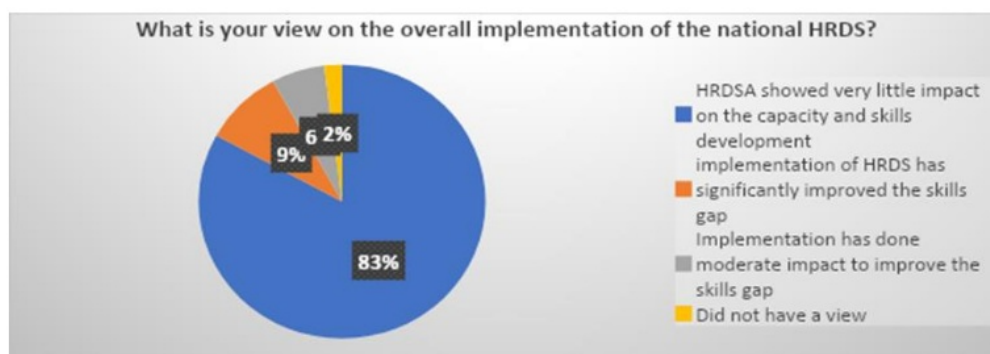


Figure 6: HRDS Implementation

4.3.3. ⁴What do you think are the key challenges in the implementation of the national HRDS

The first phase of the HRDS has gone through evaluation and challenges were highlighted which served as the basis for implementation of the second phase. The second phase is in progress and there seems to be an anticipation of challenges that may hinder the success of its implementation. This question probed the respondent's perception of the ⁴anticipated challenges in the implementation of the revised HRDS.

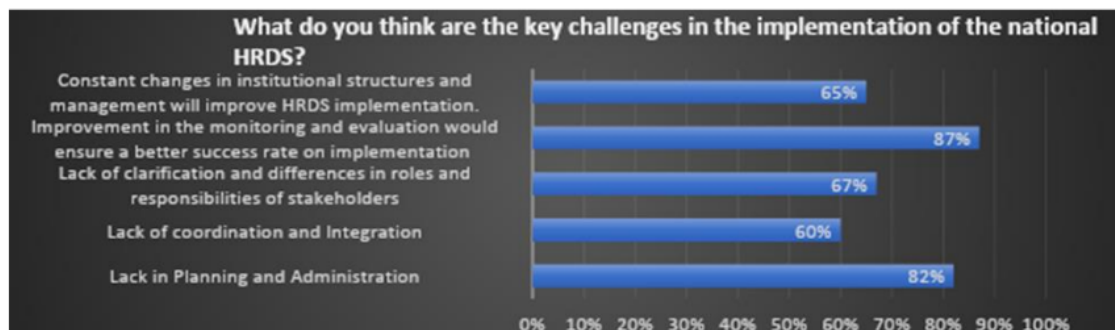


Figure 7: Implementation Challenges of HRDS

The summary of Identified challenges is presented below:

- **Planning and Administration**

¹⁶82% of the respondents feel there is a lack of clarity on the integration of the roles and responsibilities between administrative wing of government and the political wing. The ¹⁶lack of clarity on the roles and responsibilities of these entities in as far as the implementation of HRDS leads to poor implementation as each wing is uncertain of their parameters for implementation. One of the respondents highlighted that politicians are not skilled to make quality decisions relating to the implementation of the HRDS and as custodians of government policies, they often make decisions that are either impractical or impossible to implement.

- **Coordination and Integration**

60% of the respondents are in agreement that there is a need for proper coordination and integration of the HRDS. ³⁷To ensure the effective and efficient implementation of HRDS,

there is a need for the various stakeholders to coordinate, integrate, communicate and collaborate. The responsibility for the implementation of the HRDS cannot be implemented only by the department of higher education because that will result in a lack of coordination.

- **Roles and Responsibility of stakeholders**

Respondents share a general feeling that stakeholders have differing views about their roles and responsibilities in as far as the implementation of HRDS is concerned. The success of the implementation of the HRDS relies heavily on the clarity of roles and responsibilities of stakeholders, it is clear that stakeholders do not share a common vision about the HRDS and that presents a real challenge for the implementation

- **Monitoring and Evaluation**

Monitoring and evaluation is one of the key functions which are lacking in the public sector. The implementation of the HRDS was intended to bridge the skills gap in the public sector and without proper monitoring and evaluation, the extent of the implementation against the objectives cannot be measured. Some respondents highlighted the issue of lack of compliance by various stakeholders especially regarding the funds allocated for training and development. A total of 87% of respondents believe that an improvement in the monitoring and evaluation of government policies would ensure a better success rate of implementation.

- **Institutional Development**

Implementing agencies of the HRDS are faced with the challenge of capacity and availability of resources such as the infrastructural and institutional capacity. 65% of the respondents are of the view that constant changes in institutional structures and management presents a unique challenge for HRDS implementation.

4.3.4. How do u think government should address the identified challenges?

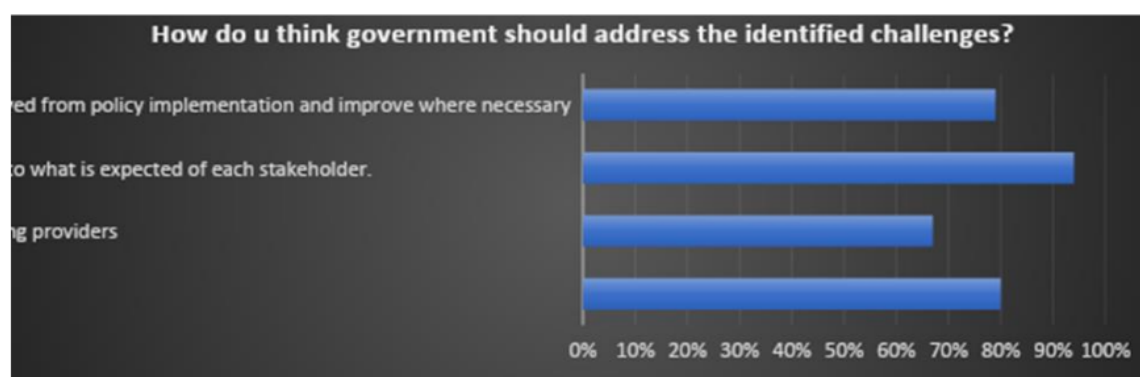


Figure 8: Interventions on challenges

- **Planning and Administration**

A critical success factor of any policy development is planning and administration. The administration of HRDS requires strong management especially with regards to financial management and strategic development because those are key success factors of HRDS implementation. 80% of the respondents are in agreement that government should strengthen the administrative wing and limit the political wing in the planning of GRDS objectives as that could ensure that project planners come up with practical and implementable projects.

- **Coordination and Integration**

The successful implementation of the HRDS relies heavily on the integration of implementing agencies with other line departments, sub systems and entities. 67% of the respondents voiced their opinions that planning, management, communication and partnerships with various training providers or other relevant institutions is critical for successful implementation of HRDS

- **Roles and Responsibilities of Stakeholders**

A critical aspect of policy implementation is clarity on each entities roles and responsibilities. 94% of the respondents believe that it is critically important that the roles

of stakeholders in view of HRDS be properly defined to ensure a level of clarity as to what is expected of each stakeholder.

- **Monitoring and evaluation**

79% of the respondents are in agreement that the ⁴ monitoring and evaluation department in the public service should be strengthened in order to measure the results derived from policy implementation and improve where necessary. 12% of the respondents on the other hand are of the view that the current system of monitoring and evaluation is not producing the desired results therefore a new practical and implementable system with relevant capacity to measure implementation should be considered by the public sector.

- **Institutional Development**

Effective and efficient implementation of government policies requires strong institutional arrangements. Respondents believe that building institutional capacity and strengthening institutional management could improve the ¹⁵ implementation of the HRDS and the implementation of government policies in general.

⁹ 4.4 THE IMPACT OF HUMAN RESOURCE DEVELOPMENT STRATEGY ON PUBLIC SERVICE DELIVERY

The purpose of this section was to reveal the respondent's views on the impact of HRDS on public service delivery. This section covered three questions which were centered around these concepts

- The Impact of HRDS implementation of Public Service Delivery
- The challenges relating to Public Service Delivery
- The Mitigation strategies towards the challenges related to public service delivery.

4.4.1 What is your view of the impact of the implementation of HRDS on public service delivery

72% of the respondents are in agreement that the implementation of HRDS has little impact on the public service delivery. 20% suggests that there are pockets of successes

15 in Public Service Delivery as a result of implementation of HRDS. 8% suggests that the implementation of HRDS has no effect.

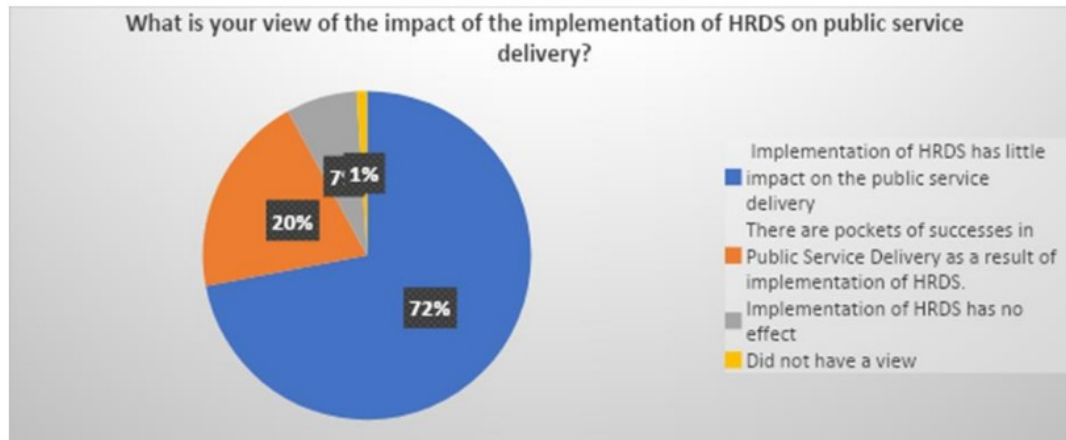


Figure 9: Impact of HRDS on Public Service Delivery

4.4.2 What are the challenges to public service delivery in South Africa

6 The responses in this section reveal a huge gap between the skills development in South Africa and the status of public service delivery. One of the respondents indicated that though there is a difference on the margins on skills development, that margin has very little impact on the service delivery as most of the skilled individuals remain jobless or unemployed. Amongst other challenges highlighted were the following:

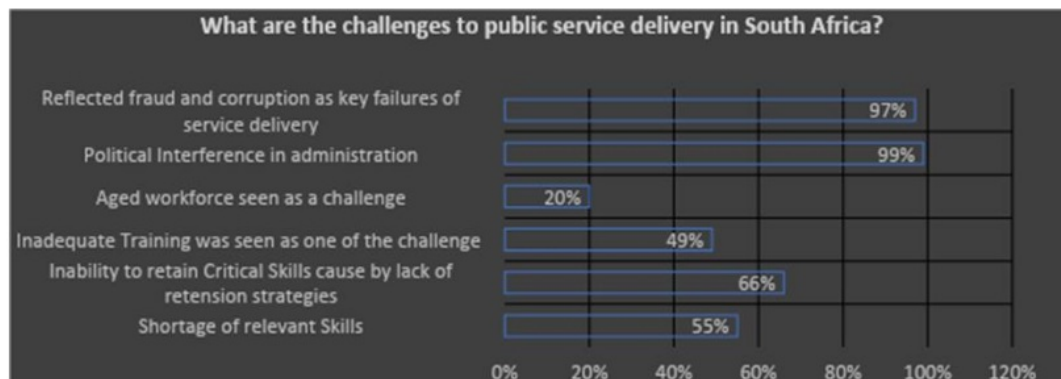


Figure 10: Public Service Delivery Challenges

- **Shortage of relevant Skills**

55% of the respondents identified the gap on the shortage of skills ⁵⁴ in the public service. This is as a result of intuitions inability to attract and recruit employees in possession of the relevant skills and qualifications required. While there are differing reasons related to this, a general consideration was associated with either corruption leading to nepotism. One of the respondents indicated that there is a high rate of people employed in positions they do not qualify for especially in the public sector and that hinders service delivery

- **Inability to retain Critical Skills**

Some interviewees at management level indicated the Inability of the public sector to compete with the private sector in paying competitive salaries leading to loss of skills with employees being attracted to join the private sector. Some interviewees at a general level indicated the lack of desire by public institutions to hire critical skills and they highlighted the issue of competition with existing staff that is not adequately skilled for jobs they are doing.

- **Inadequate Training**

49% of the general workers reported that there is a mismatch between the training provided by training institutions and the public service delivery needs. This leads to employees with qualifications but who cannot deliver on the mandate of public service. One of the key issues they highlighted is that mostly the trainings they get to attend is not accredited for any qualification therefore they are just sent to training for the sake of training and not necessarily to improve their service delivery.

- **Aged workforce**

20% of the interns group highlighted that the public service has a challenge of aging workforce. The aged workforce is not highly productive because most of them have outdated skills and they have chronic illnesses. Most of them are disengaged because they are just waiting for their retirement age. Some of them find it difficult to adapt to changes especially in this era of the Fourth industrial revolution.

- **Political Interference in administration**

49% of Line Managers, 40% of H.R Specialists and 10% of general employees indicated that political bodies in the public service interfere with the administration processes. Their influence in most cases leads to non-compliance with statutes in the public service. Sometimes their decisions lead to delay in processes which directly impact service delivery. Processes such as procurement and recruitment and deployment.

- **Corruption**

97% of the interviewees highlighted the issue of fraud and corruption as key failures of service delivery, some respondents indicated that employees, politicians and the public collude in unlawful activities to enrich themselves. In most cases, nothing is being done about cases of fraud and corruption in government even though in some instances it becomes obvious how fraud and corruption affects service delivery. A general feel of respondents indicated that due to employee's manipulation of internal systems, incompetent service providers are being appointed and this jeopardizes service delivery, recruitment practices are being flouted and prices are inflated for self-enrichment.

- **Inadequate tools of trade**

General workers are in agreement that public service institutions are failing to provide them with sufficient tools of trade. Corruption results in public institutions suffering to a point that they cannot provide even the most basic tools of trade. In essence, there is a shortage of provision of tools of trade to enable employees to render service.

- **Lack of implementation of Intergovernmental relations**

Inability of public service departments to collaborate in rendering public service efficiently and effectively.

4.4.3 How best can government and government employees?

- **Shortage of relevant skills**

48% of the respondents were of the view that most of the people employed do not have the relevant skills. Nepotism, fraud and corruption were identified as key factors which

have led to the state of poor service delivery. 39% of the respondents with majority from management indicated that though people with relevant qualifications are attracted to various position, there seems to be a challenge when it comes to the execution of institutional objectives and proper needs analysis for training needs was identified as a key strategy that could improve the skills base within the public service. 10% of the respondents accounted for lack of relevant skills to the integration of systems especially with the introduction of information technology in institutional

- **Inability to retain critical skills**

86% of the respondents were in agreement that government institutions should revise their salary and incentive packages to ensure that they remain competent with the private sector. The competition for skills between the private and public sector is very high and though government have good benefits the private sector remains relatively high in salary packages. Necessary adjustment should be made by the public service in order to remain competitive.

- **Inadequate training**

52% of ³ respondents are of the opinion that training that does not improve the capacity of the workforce is as good as no training. Most government institutions engage in training and development without a proper analysis for training needs. Government institutions needs to conduct a proper needs analysis for training and development. 40% highlighted that there is a need for alignment of training with the needs of institutions in order to achieve institutional objectives.

- **Aged Workforce**

60% of HR Practitioners highlighted succession planning and retention is the best strategy to mitigate the challenge of aged workforce. 35% advocated the need to introduce better benefits for early retirement especially for employees with critical illnesses. 5% of respondents criticized the current system of long service awards and stated it as a motivator for aged workforce to remain in office even when they cannot meet

organizational objectives due to age. Government should generally reward early retirement.

- **Political Interference**

69% of respondents with majority from line managers and HRD Specialists indicated a greater need for the enforcement of separation of powers between the political office and administration. 31% of respondents are of the view that the introduction and enforcement of code of conduct for councilors would improve the rate of political interference in public governance and inversely improve service delivery.

- **Fraud and Corruption**

90% of respondents voiced their concern for the neglect of rule of law and they were in agreement that for government to minimize the level of fraud and corruption, government institution should introduce clear systems and controls at an administrative level. Another group of respondents advocated for consistency in the execution of disciplinary measures.

- **Inadequate tools of trade**

A general view from general employees was the need for government to improve the procurement of adequate tools of trade and some respondents from management highlighted the need for government to allocate adequate budget for procurement of resources especially those critical for the efficiency in the public service.

4.5 LOCAL GOVERNMENT HUMAN RESOURCE DEVELOPMENT STRATEGY

This section covers two questions to probe the respondent's understanding of the integration of the national HRDS to local HRDS.

4.5.1 How does national government integrate the national HRDS to local HRDS?

The national government has developed the HRDS as a blueprint from which all other departments can use as a framework to develop theirs. 95% of the respondents did not

have knowledge on how national government integrates the national HRDS to Local HRDS.

4.5.2 How has the local HRDS impacted the individual capacity of public servants.

82% of the respondents are in agreement that the local HRDS has had no impact on the individual capacity of public servants and 10% believes that the implementation of HRDS at local government has had a significant impact on the individual capacity of public servants and 8% do not know.

4.6. EMFULENI HUMAN RESOURCE DEVELOPMENT STRATEGY

This section of the questionnaire was designed to probe the respondent's knowledge of Emfuleni's HRD Strategy and to evaluate whether the respondents understand the impact that the development and implementation of HRDS has on the individual performance of Emfuleni's employees

4.6.1 Does Emfuleni have the Human Resource Development Strategy?

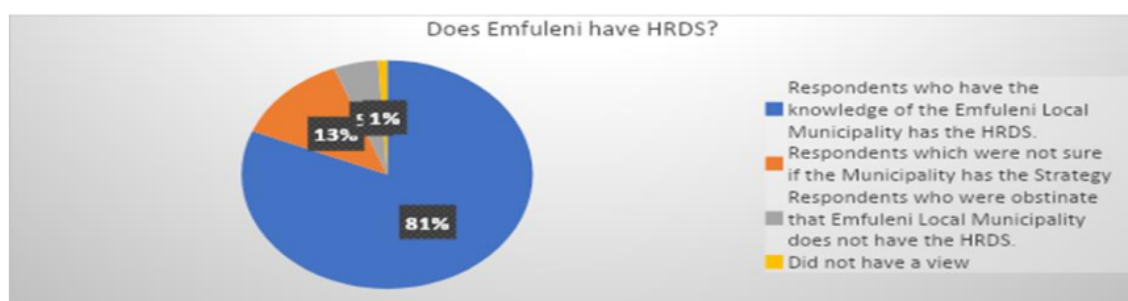


Figure 11: Emfuleni's HRDS

82% of the respondents agree that ELM has the HRDS. 13% of the respondents were not sure if ELM has the HRDS and 5% of the respondents were obstinate that ELM does not have the HRDS.

4.6.2 To what extent does Emfuleni implement its Human Resource Development Strategy

88% of the respondents believes that ELM has not implemented the HRDS fully. 9% believes that ELM has fully implemented the HRDS well. 3% does not have any knowledge on the ELM HRDS implementation.

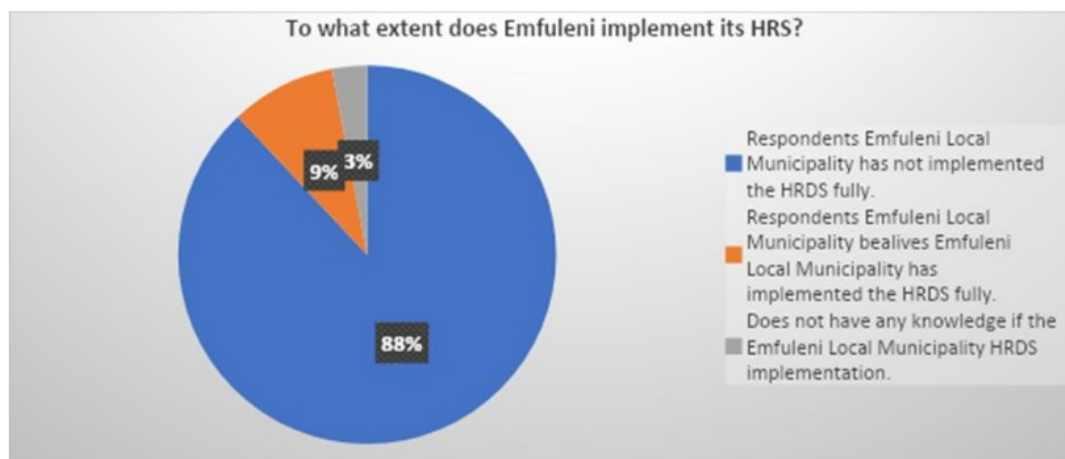


Figure 12: HRDS Implementation at Emfuleni

4.6.3 How has the HRDS implementation impacted individual capacity of public servants?

90% of the sample voiced their opinion is that there are no positive results on the impact of HRDS visible when observing the current service delivery backlog the Municipality is facing. Only 8% believes that the HRDS has positive impact on the individual capacity of public servants as it has significantly improved their performance. While 2% do not have knowledge on how the HRDS has impacted the individual capacity of public servants.

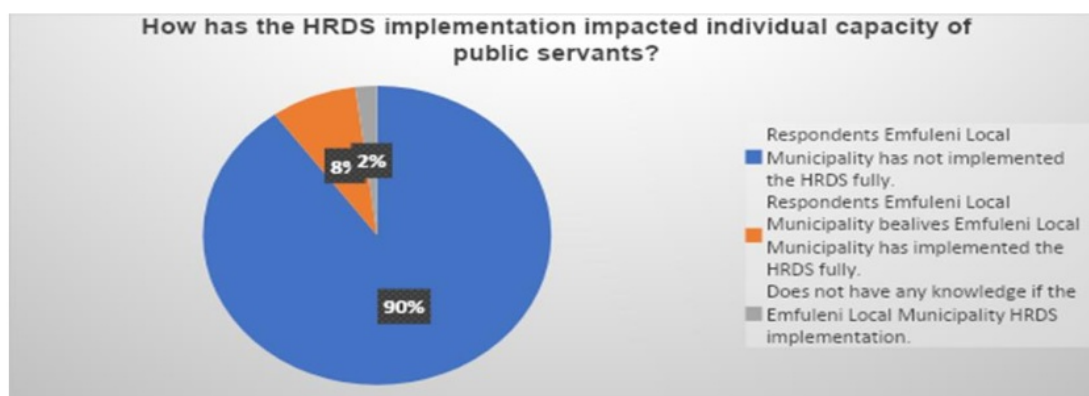


Figure 13: Impact of HRDS on Employee Capacity at Emfuleni

4.6.4 What can Emfuleni address to improve the HRD function?

- **Mobilize support from the Senior Management**

Majority of HRD respondents indicated that Emfuleni needs to make the HRD function part of the Senior Management Key Performance Indicators and ensure that they are periodically assessed on the implementation of the HRD.

- **Incentivize improved performance**

Respondents indicated that Emfuleni needs to engage in constant evaluation of training objectives and in instances where performance improves as a result of training then incentives be provided to encourage good performance.

- **Provision of budget backed HRD function**

84% of the respondents are of the view that Emfuleni must ensure that the HRDS strategy deliverables are funded and budgeted for. In instances where there are budgetary constraints as a result of lack of funding then Emfuleni should source additional funding from other organs of state and the private sector and ensure collaboration with other sector departments and the private sector.

4.6 EMFULENI'S SERVICE DELIVERY

This section was meant to reveal the respondent's perceptions on the status of service delivery at Emfuleni. The section covered questions relating to the state of Emfuleni's service delivery, the impact of HRDS implementation to service delivery at Emfuleni, challenges and mitigation strategies to HRDS Implementation at Emfuleni.

4.7.1 What is the current state of service delivery in this municipal jurisdiction?

89% of the respondents are in agreement that service delivery at Emfuleni has collapsed. This is reflected by a number of concerns that negatively affects the livelihoods of residents of Emfuleni. Key concerns are around the delivery of basic services to residents

of which the service is currently nonexistent. 10% of the respondents agree that there is a level of service delivery however it remains substandard.

4.7.2 What impact has the implementation of HRDS had on service delivery.

There is a consensus with all respondents that there has been no implementation of HRDS at Emfuleni and as such, the lack of implementation negatively impacts service delivery. One of the respondents highlighted the concern of unqualified staff at management levels which is a key factor for poor service delivery.

4.7.3 What are the perceived HRD challenges for this municipality in as far as service delivery is concerned?

- **Coordination, Planning and Management**

78 of the respondents indicated that there is an evidence of poor coordination, planning and management by the municipality. This is reflected by the municipalities inability to allocate resources respectively within the municipality's jurisdiction, poor budget alignment and lack of prioritization of training and development. 22% of the respondents highlighted the inability of management to account and enforce policy implementation as well as poor integration of municipal programs for service delivery.

- **Political Instability and interference**

64% of the respondents believe that the instability of the regional political structure contributes to the lack of service delivery by the municipality. One of the respondents highlighted that instability in the regional political structure has led to lack of accountability by the municipality. 33% of the respondents perceived political interference as a major challenge for policy implementation at Emfuleni. Politicians at Emfuleni interfere with administrative processes which negatively impacts the service delivery function. 23% of the politically affiliated respondents believe that political instability and interference have little impact on administration.

- **Institutional Arrangement**

Respondents highlighted a number of variables under institutional arrangement which negatively impacts the quality of services delivered. Some of the concerns raised were unconducive organizational culture, lack of support relating to employee assistance programs, non- provision of tools of trade by the municipality and limited budget allocation on training and development.

- **Demotivation of staff**

A general consensus of respondents was that unconducive institutional arrangements have led to demotivation of employees.

4.7.4 How best can the perceived HRD challenges be mitigated?

This section seeks to probe the respondent's perception on how best can the identified challenges to HRD mitigated.

4.7.5 What HRD initiatives can be prioritized to ensure efficiency in service delivery?

- **Alignment of Training and development.**

Training and development should be aligned to critical and strategic training interventions. The institution should cascade performance management at the lower level as an intervention to improve performance. The institution should reward individual particularly when it advances the local government service delivery objectives.

- **Sufficient Budget Allocation for Training and Development**

The municipality must allocate adequate budget for training and development. the municipality should also implement the necessary strategies to monitor and evaluate the impact of training against the objectives of the institution.

- **Succession and retention**

The municipality should implement the succession and retention strategies to ensure that the current generation of employees is upskilled and retained to ensure seamless service delivery. Succession planning serves as a motivator to employees and create a sense belonging.

- **Interdepartmental relations**

The municipality should introduce and enforce business process mapping and standard procedure as strategies that will strengthen the interdepartmental collaboration. The execution of these strategies will ensure that limited resources within the municipality are shared respectively in the interest of optimizing service delivery.

- **Coaching and mentorship**

Coaching and mentorship is key in bridging the gap between vocational training and on the job training. coaching and mentorship is cost effective and has a high potential in building employment relations and subsequently improves performance.

⁵ **4.8 CONCLUSION**

The quantitative analysis of the responses seems to indicate that a high number of respondents are in agreement with poor implementation of HRDS from the national perspective to local perspective of government. However, a relatively significant number is in agreement that the implementation of HRDS though its marginal but it has had an impact on the skills pool of public servants. There was also a percentage of respondents who were rather unsure of the impact of the implementation of HRDS in all spheres of government. The qualitative analysis revealed an interesting perspective on HRDS implementation ranging from lack of alignment of training with institutional needs and poor budget allocation towards training and development. lack of proper planning, poor management and coordination were amongst the issues highlighted as reasons for failure of implementation of the HRDS policy. The findings of this research are consistent with the general preposition that poor implementation of government policies including the HRDS has major impact in the quality of service delivery. Emfuleni is one of government

departments affected by poor implementation of HRDS and the results are evident in the quality of service delivery.

CHAPTER FIVE: ⁴CONCLUSIONS AND RECOMMENDATIONS.

5.1. INTRODUCTION

Based on the interview results that are expressed in the previous chapter, recommendations will be made regarding the effective, efficient and economical implementation of HRDSA at ELM. The primary basis for the recommendations is the

proper management and prevention of identified implementation challenges which hinder the achievement of HRDSA's strategic objectives at ELM. This chapter also provides a summary of the chapters presented in this study and outlines them in the following section.

5.2. SUMMARY AND CONCLUSIONS OF CHAPTERS

Chapter One provided a background and the orientation to the study regarding the development and the implementation of the HRDSA by ELM. This study highlighted that the development of the HRDSA for Local Municipalities was a response to the national call for local governments to develop their HRD strategies in order to address the skills development backlog, poverty and balancing the scales of unemployment which was a result of the apartheid regime.

The chapter provided a background to the national development of the HRDSA as a framework for HRD strategies in local governments. It further explored the implementation of the National HRDSA 2001 providing the challenges that hindered the success of its implementation leading to the second phase of the development HRDSA 2010-2030. Chapter one further provided the reasons and purpose of the revised HRDSA, 2010-2030 outlining how this strategy impacts the development and implementation of HRDSA at local municipality. The chapter also provided the problem statement of this study outlining research questions in order to anticipate potential solutions to the problem and demarcating the research design and methodology to be used for this study.

Chapter Two provided an extensive review of the literature on HRD from the international context to the national spheres of government down to the local sphere. The main purpose of this review was to provide a broader understanding for the need of development of HRDS. Within the international context, this study highlighted that the dynamics of opportunities and calamities of HRD differ from country to country and so are the challenges of its implementation. The differences in economic systems are also

identified as hinderances to the implementation of HRD strategies within the global context. As a guide to the global development of HRD strategies, it is critical for institutions to clearly understand the economic climate within which they function from in order to factor in all necessary aspects to ensure the probability of effective implementation of the strategy.

Chapter two further explored the development and implementation of the national HRDS. An emphasis was given to the exploration of the HRDS, 2001 which serve both as a framework for the development of HRD strategies at provincial and local spheres of government. This chapter provided identified challenges to the implementation of HRDS, 2001 which paved a way to the development of HRDS 2010-2030. The development of HRDS,2001 was a government response to the national crisis of skills development as a result of the inequalities inherited from the apartheid regime. The development and implementation of HRDS came also as a constitutional mandate to ensure the achievement of the developmental state in order to enhance global competitiveness.

The chapter further provided for the development of local HRD strategies as mandated by SALGA. This led to Emfuleni's development of its local HRD Strategy. The chapter further indicated one of the objectives of Emfuleni's Local HRD Strategy was to address the major human resources capacity constraints currently hampering the effective and equitable delivery of public services and in particular the realization of Integrated Development Plan of the Municipality. Chapter two identified a number of implementation challenges to HRD at Emfuleni and it was highlighted that despite the strides, there has been no evidence of its implementation is as far as the quality of services delivered for the communities of Emfuleni instead, service delivery is getting poorer and poorer and it also became evident that the strategic management of the complexity of workforce plays a role in the quality of services delivered.

Chapter three provided an outline of the research methodology, the findings of the feedback obtained through the interviews and the researcher's interpretations thereof.

Chapter Four provided a summary of the findings of the feedback obtained through the interviews and questionnaires. From the study's findings, it became evident that the

majority of employees of Emfuleni are not aware of the Emfuleni's strategy for skills development. This posed a major challenge to the effective, efficient and economical implementation of the local HRDS resulting in the strategy not achieving the set objectives. Some of the most substantial challenges that were highlighted by the respondents as major challenges to implementation were:

- Coordination, planning and management
- Political instability and interference
- Institutional Arrangements
- Demotivation of staff.

What is evident from chapter four is that there are a number of issues that led to the poor implementation of HRDS at Emfuleni which has had a direct impact on the poor service delivery and significant emphasis has to be given to strategies that are aimed at dealing with these challenges if Emfuleni has to make a difference and deliver in its constitutional mandate.

The main purpose of this study was to determine the extent to which the development and implementation of local HRDS has impact on individual performance in response to the quality of services rendered in and around the communities of Emfuleni.

5.3. RECOMMENDATIONS.

On the basis of the research findings and the literature review, the successive recommendations were drawn in an effort to ensure the effective, efficient and economic implementation of the Emfuleni's HRDS.

5.3.1. Coordination, Planning and Management

Proper coordination, planning and management relates to the institutions ability to set clear HRD goals and objectives in order ¹⁵ to ensure that all stakeholders involved have clarity on the degree of their involvement in the implementation of HRD objectives. Emfuleni needs to prioritize the issue of capacity development of its employees in an effort to improve service delivery and this should be factored clearly as one of the HRD activities to be prioritized. HRD activities should be planned in such a way that they give preference to identified skills challenges within the institution and that relevant and adequate funding is allocated for such activities. As is, there ²⁸ is a major concern that the training opportunities provided at Emfuleni are not in alignment with the identified challenges of employee's capacity to enhance service delivery. This causes misalignment between training provided and the institutional constitutional mandate to be achieved.

5.3.2 Political Instability and Interference

Notwithstanding the progress made since the liberation of South Africa, there are still inadequacies in the management and the running of the Municipalities. Although there are clear separation of powers in the Local Government Legislations in practice this is farfetched. Lack of implementation of these legislative requirements is the bases challenges faced by Many Municipalities.

It is feasible to enforce compliance with these requirements without amendments to the laws and regulations governing Local Government.

Most significantly, political party structures need to properly define, enforce and institutionalise a new balance amid effective political oversight, political Intervention and micro-management. The terms of reference need to be properly adopted and incorporated into Municipal systems clearly outlining role of the political office-bearers, governance structures, Senior Management. Adherence to the code of councillors and Municipal officials needs to find expression in the performance agreements of political office-bearers and senior management. Consequence management on the violation of delegations of authority and code of conduct needs to be strictly implemented without fail.

The COGTA needs to play oversight role in ensuring that political interference is deterred at an infancy level.

5.3.3 Institutional Arrangements.

Emfuleni requires an intervention from the national and provincial government to ensure that the institutional arrangements are properly aligned with the vision to advance the objectives of the. Constitutionally, Emfuleni is required to provide quality basic services to the residents however, despite measures to enhance or supplement this objective such as the development of strategies to ensure the effective implementation of this objective, there seems to be serious institutional challenges. Government should intervene and provide adequate resources for employees to be able to carry out their objectives. Central to this intervention is the need for Emfuleni's HR department to conduct a proper training needs analysis ¹⁶ in order to understand the dynamics of employee needs and the nature of training needed unlike providing training for the sake of training. This needs analysis ³ could be used to determine the budgetary needs for training and development to encourage necessary adjustments. Management should also affect the culture of prioritising the institutional constitutional mandate encouraging mentorship and coaching programmes that would impact their subordinates positively towards good quality services rendered.

5.3.4 Demotivation of Staff

There are a number of reasons that have led to employee demotivation. Some of these reasons include a negative organisational culture. Management is key in shaping the organisational culture that could bring a difference in the motivation levels of staff. Rotation, promotion and performance appraisals are some of the strategies that Emfuleni could use to motivate the staff. Performance appraisals are best options to ensure employees commitment to meeting organisational goals. Emfuleni needs to commit to monitoring and evaluation of employee performance ⁴⁰ on a regular basis to ensure that underperformance is tracked and addressed and overperformance is awarded. This has potential to change employees' attitudes towards their work and in turn could improve the overall organisational performance. Emfuleni's HRDS should prioritise the performance management system measures.

5.4 CONCLUSION

The HRDS is a phenomenal tool for capacity development when properly implemented. It is evident that the implementation of the HRDS is challenging ²⁸ not only at a local government but also at a national government. The lack of HRDS implementation leads greatly to lack of capacitation of employees which translates to lack of effect to skills margins in the South African workforce. Without radical measures to mitigate the implementation challenges, government institutions risk credibility in achieving their objectives.

Municipalities need to strengthen their internal controls and communicate clear goals around the issue of capacity development. Indeed, there are various factors which contribute to poor service delivery however with effective and efficient implementation of HRDS, Emfuleni can improve the capacity of its employees and in turn improve the quality of services delivered as per the stipulation of the constitution.

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Appendix: A Consent form

 NWU [®] BUSINESS SCHOOL BESIGHEIDSKOOL SEKOLO SA KGWEBO	 ASSOCIATION of AMBA ACCREDITED 1 Private Bag X6001, Potchefstroom South Africa 2520 Web: http://www.nwu.ac.za NWU BUSINESS SCHOOL Tel: 018 299 1338 http://commerce.nwu.ac.za/business-school Email: Jordaan.johan@nwu.ac.za 30 March 2020
AD Mahlaba	
Student No: 37011693	
0828314117	

To whom it may concern,

Dear Sir/Madam,

The bearer of this letter is a student in our Post-Graduate Diploma in Management (PGDM) class, presented by the North-West University Business School. The challenge that the business school often faces is that it is difficult for students to see the bigger picture and to understand that the subjects that they learn are not independent of each other, but really form a cohesive unit. Our teaching approach is to apply the theory to an organisation of the student's choice to see how the different subjects fit together in the real world of management. This organisation could be the organisation where they are employed, a community organisation, an organisation that the student would like to get to know better for future career development or any organisation of their choice.

We have therefore instructed the students to find an organisation and to get permission to investigate how the different topics are addressed in that organisation. The fact that

you have this letter in your hand shows that the student has selected your organisation for this purpose. During the semester the student will be required to briefly show how each of the disciplines covered in the diploma is applied in the organisation. This assignment culminates in a research report, where the student identifies a problem at the organisation and use scientific research to suggest a solution to the organisation.

There are a number of benefits to you as an organisation: The first and most direct benefit is that the student will investigate a real problem/issue that you experience and suggest a scientifically researched solution to this issue. A second benefit is that someone will take an independent, holistic look at the organisation and could supply you with some valuable and objective insight. If the student is presently employed at the organisation, it would also give the employee an understanding of the bigger picture, and if the student is not an employee (such as the full-time students who just graduated), it could be a low-risk opportunity to see whether the student could be a good prospect to employ in future. Finally, this will make a difference to the education of the student.

At the end of the semester the student will be required to submit a portfolio of evidence that he/she has considered how each of the topics fit together in the organisation, as well as a research report on the problem/issue that the student is investigating in the organisation. In this portfolio he/she must inter alia supply proof from you that he/she has shared the learning points with you. From past experience I can vouch for students' good judgement in this regard. Our copies of these portfolios will be locked away after the semester for a period of three years.

From our side we undertake that the lecturers will maintain confidentiality by committing to the following:

- Not to share sensitive information with anybody, should you indicate information as sensitive;
- To use moderators with the same level of ethical commitment;
- To only refer to the company by a pseudonym, should you request this; and
- Never to publish any facts about your operation without your permission.

Should you want the name of the organisation to remain anonymous, please indicate as such below, keep the original letter and send me a copy via the student, or email me at the above address. You could contact me, should you have any questions or queries.

We require the students to share their findings with you without charging you any money. This will not cost you a cent. A request from my side is that you allow the student to ask probing questions and to share your views and that of your subordinates with them. This fosters critical thinking to delve beyond the obvious issues. I also ask that you tolerate the student for the remainder of this year (and in the case of some part-time students, they spread the studies over a period of two years for the sake of time management). Having to change organisations to study half-way during his/her studies makes it very difficult for the student to pick up the ropes at another organisation.

From past experience I can guarantee you that allowing the student to take part in this study will add value in the organisation and to the student.

Regards,



Dr Johan Jordaan

Programme manager: Post-Graduate Diploma in Management

NWU Business School

Student name: AD Mahlaba

Student number: 37011693

Please tell us whether we are allowed to use the name of your organisation in classroom discussions.

I would prefer not to use the company name in reports for competitive reasons (**Y / N**).

Signed (company representative): Designation:

Subjects covered in this programme

Core subjects

- General management
- Financial reporting
- Information management
- Corporate governance
- Managerial economics
- Labour relations
- Research (to which this request is linked)
- Human capital management

Two elective subjects from the following

- Operations management
- Marketing management
- Supply chain management
- Project management
- Public financial management

Warm regards,



Dr Johan Jordaan

Programme manager, PGDM

Supported by Dr Joseph Lekunze and Prof Christoff Botha

Lecturers of the research module on the PGDip

APPENDIX B: SEMI-STRUCTURED INTERVIEWS

LABOUR RELATIONS

²
Please complete the information below with an x

CATEGORY OF THE EMPLOYEE	
² HRD SPECIALIST [I am in the HR Department]	
LINE MANAGER/ SUPERVISOR [other employees report to me]	
² EMPLOYEE [no other employee reports to me]	

GENDER	
MALE	FEMALE

Age

I have been employed by the organization for:

EDUCATION LEVEL	
² I DO NOT HAVE A MATRIC CERTIFICATE BUT I HAVE ATTENDED VARIOUS COURSES	
MATRIC CERTIFICATE	
MATRIC WITH DIPLOMA	
MATRIC WITH UNIVERSITY DEGREE	

Definitions

HRD - Human Resource Development

HR - Human Resource

4

SECTION B: HUMAN RESOURCE DEVELOPMENT STRATEGY FOR SOUTH AFRICA

In your opinion, what has led to the development of the HRDS?

What is your view on the overall implementation of the national HRDS?

4

What do you think are the key challenges in the implementation of the national HRDS?

How do u think government should address the identified challenges?

How best can the HRDS be implemented?

SECTION C: PUBLIC SERVICE DELIVERY

What is your view of the impact of implementation of HRDS on public service delivery?

4

What are the challenges to public service delivery in South Africa?

How best can government and government employees address those challenges

SECTION D: LOCAL GOVERNMENT HRDS

How does local government integrate the national HRDS to local HRDS?

How has the local HRDS impacted the individual capacity of public servants

What challenges has local government faced in the implementation of HRD

How best can local government mitigate those challenges

SECTION E: EMFULENI HRDS

Does Emfuleni have HRDS

To what extent does Emfuleni implement its HRS

What can Emfuleni address to improve the HRD function

How has the HRDS implementation impacted individual capacity of public servants

SECTION F: EMFULENI'S SERVICE DELIVERY

What is the current state of service delivery in this municipal jurisdiction?

What impact has the implementation of HRDS had on service delivery

What are the perceived HRD challenges for this municipality in ²⁸as far as service delivery is concerned?

How best can the perceived HRD challenges be mitigated?

What HRD initiatives can be prioritized to ensure efficiency in service delivery?

APPENDIX C: STRUCTURED QUESTIONNAIRES

2

EMPLOYEE QUESTIONNAIRE

Please complete the information below with an x

CATEGORY OF THE EMPLOYEE

2

HRD SPECIALIST [I am in the HR Department]

LINE MANAGER/ SUPERVISOR [other employees report to me]

EMPLOYEE [no other employee reports to me]

GENDER

MALE

FEMALE

Age

I have been employed by the organization for:

EDUCATION LEVEL

2

I DO NOT HAVE A MATRIC CERTIFICATE BUT I HAVE ATTENDED VARIOUS COURSES

MATRIC CERTIFICATE

MATRIC WITH DIPLOMA

MATRIC WITH UNIVERSITY DEGREE

Definitions

HRD - Human Resource Development

HR - Human Resource

2

Please note that some questions indicate why – they are optional.

APPENDIX C: STRUCTURED QUESTIONNAIRE

2

Please read the statements below and indicate your preference with an X.

1= Totally Agree. 2= Partially agree. 3 = Partially disagree. 4 = Fully Disagree

1. HRD Organizational Context	1 Totally Agree	2 Partially Agree	3 Partially Disagree	4 Fully Agree
Emfuleni's workforce is skilled and literate				
2 Money and time is not a problem as far as HRD is concerned				
Our workforce is ageing				
Our Staff turnover is above average				
2 New technologies require our employee's skills, knowledge and attitudes to be upskilled to be able to do their work more effectively and efficiently				
Emfuleni prioritizes employee development.				
Emfuleni is aware of the changing nature of work.				
2. HRD Policy	1 Totally Agree	2 Partially Agree	3 Partially Disagree	4 Fully Agree
Emfuleni has an HRD policy				
2 Our HRD Policy allows employees with adequate (time and money) opportunities to develop in the workplace				
Our HRD policy addresses the qualifications gap of employees				
Our HRD policy ensures that employees are provided with opportunities in line with the overall strategic plan of the organization				
Our HRD policy is reviewed and updated regularly				
Recognition of Prior Learning (RPL) is a policy in our organization.				
Emfuleni has a long term HRD policy perspective (5 – 10 years).				

	3			
3. HRD Practice	1 Totally Agree	2 Partially Agree	3 Partially Disagree	4 Fully Agree
The HRD policies are implemented effectively at Emfuleni through the workplace skills plan Why?.....				
Emfuleni offers training for the sake of training Why?.....				
Recognition of Prior Learning (RPL) is practiced at Emfuleni				
Emfuleni is a site of learning and development				
The HRD practice of Emfuleni is closely linked to the achievement of relevant qualifications of employees Why?.....				
4. HRD Preferences	1 Totally Agree	2 Partially Agree	3 Partially Disagree	4 Fully Agree
2 Training is the most effective way to develop employees Why?.....				
informal on the job training is the most effective way to develop employees why?.....				
Learning by doing is the most effective way to develop employees Why?.....				
Coaching is the most effective way to develop employees Why?.....				

Managers participate in HRD activities that leads to qualifications Why?.....				
Employees other than managers participate in HRD activities that do not lead to qualifications (busy training). Why?.....				
5. HR Department Performance	1 Totally Agree	2 Partially Agree	3 Partially Disagree	4 Fully Agree
The HR department delivers a prompt service. Why?.....				
2 The HR staff is approachable and knowledgeable subject matter Experts Why?.....				
2 I often consult the HR department when I am in doubt about HRD matters Why?.....				
The HR department understands the unique context of my work and can offer specialist HRD advice Why?.....				
2 The HR department is to far removed from the day to day challenge of my work context Why?.....				

	3 1 Totally Agree	2 Partially Agree	3 Partially Disagree	4 Fully Agree
6. HRD Responsibilities				
HRD is the responsibility of the HR department Why?.....				
2 HRD is the responsibility of the employee. Why?.....				
HRD is the responsibility of the manager Why?.....				
2 HRD is the joint responsibility of the HR department, employee and the line manager. Why?.....				
7. HRD and Management Collaboration	2 1 Totally Agree	2 Partially Agree	3 Partially Disagree	4 Fully Agree
I know that the HR department and my line manager work together to achieve HRD objectives why?.....				
2 My manager is competent (knowledge, skills and attitude) and understands what needs to be done to support the development of the employees in the workplace. Why?.....				
My manager is a facilitator of learning.				

Why?.....				
8. Management Challenges	3 1 Totally Agree	2 Partially Agree	3 Partially Disagree	4 Fully Agree
My manager's workload does not allow him/her to actively support learning and development of employees. Why?..... 2				
My manager is a coach and mentor to me and my team Members Why?..... 2				
My line manager displays a positive and caring attitude to learning and development why?..... 2				
My line manager regards the skills audit as an important tool to determine competence gaps in employees why?..... 2				
My line manager and I are actively involved in the development of my personal development plan (PDP). Why?..... 2				
The PDP as an important roadmap that guides my learning and development. Why?..... 2				
9. Workplace Participation	1 Totally Agree	2 Partially Agree	3 Partially Disagree	4 Fully Agree
I am allowed to actively participate in matters of my own development.				

I actively participate in consultative forums e.g. the skills committee, the Labour Forum.				
Management decides on HRD and I hardly participate.				
HRD activities are decentralized in our organization.	2			
10. Management and Authority	1 Totally Agree	2 Partially Agree	3 Partially Disagree	4 Fully Agree
2 Line Managers are respected by others for their competence (expert knowledge, skills and attitudes) why?.....				
Line Managers have authority in the organization by virtue of their position and title why?.....				
Line Managers are approachable and employees are not afraid of them. Why?.....				
Managers use their authority to empower others in the Organization Why?.....				
2 Do you have any further comments and or suggestions on HRD policy and practice in your organization and what could be done to improve HRD in the workplace?				

THANK YOU

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