

**EFFECTIVENESS OF EMPLOYEE DEVELOPMENT OF MANAGERS AT A
METROPOLITAN MUNICIPALITY**

by

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DECLARATION

I, Kehilwe Seipati Abigail Tshabalala (student number: 2002154488), declare that the thesis that I herewith submit for the Master's Degree in Business Administration at the University of the Free State, is my independent work, and that I have not previously submitted it for a qualification at another Institution of Higher Education.

I, Kehilwe Seipati Abigail Tshabalala, hereby declare that I am aware that the copyright is vested in the University of the Free State.

Date: October 2023

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ABSTRACT

The research study aims to evaluate the effectiveness of manager development in the metropolitan municipality. Effective management is critical for the sustainable development and success of the municipality to deliver basic services to the community. There are different challenges and changes that the municipality is faced with that require managers to be agile and adaptable to ensure that the municipality remains sustainable in the long term. These challenges and changes require the municipality to invest in its managers' professional growth and development to enhance managerial skills, knowledge, and competencies to enable managers to address complex issues in the municipality effectively.

This research study intends to investigate the benefits of manager's development, discuss the applicable developmental strategies at a Metro Municipality, assess the effectiveness of manager's development, and assess the challenges impacting the development of managers at a Metro Municipality.

The researcher used a qualitative research method for data collection and analysis. The study used a semi-structured interview design. The data was collected using ten open-ended interview questions to assess the effectiveness of the manager's development and obtain more insights about the topic.

The findings from this study contribute to the existing literature on managers' development in municipalities and assist management in developing and implementing more effective development strategies and programmes tailored to the specific needs and challenges faced by managers. The recommendation of the study is expected to contribute to the growth and development of managers in the municipality, ultimately leading to more effective administration, improved overall performance and efficiency of municipalities, and service delivery for the community.

Key Words: manager's development, municipality, performance management, development strategies.

Contents

DECLARATION.....	2
Chapter 1 INTRODUCTION TO THE STUDY AND CHAPTER OUTLINE	12
1.1 Introduction	12
1.1.1 Background globally	13
1.1.2 Background nationally	14
1.1.3 A Metropolitan Municipality	15
1.2 Problem statement	16
1.2.1 Effects/ Consequences	16
1.2.2 Research questions	16
1.3 Primary research objective.....	17
1.4. Secondary research objectives	17
1.5 Research methodology	17
1.5.1 Introduction	17
1.5.2 Research design: Qualitative research design.....	17
1.5.3 Research paradigm.....	18
1.5.4 Sampling population: 108 managers at a metro municipality	18
1.5.5 Sample size: 20 managers.....	18
1.5.6 Sample strategy	19
1.5.7 Sample method	19
1.5.8 Data collection method: Interviews.....	19
1.5.9 Ethical considerations	20
1.5.9.1 Permission	20
1.5.9.2 Informed consent	20
1.5.9.3 Voluntary participation.....	20
1.5.9.4 Confidentiality and anonymity	21
1.5.9.5 No harm	21
1.6 Demarcation of the study	21
1.7 Chapter layout.....	21
1.8 Conclusion	22
Chapter 2 LITERATURE REVIEW	23
2.1 Introduction	23
2.2 Definition of manager's development.....	23

2.3 Legislation	24
2.4 Historical development.....	24
2.5 Manager’s development strategies in the municipality	26
2.5.1. Developmental activities.....	26
2.5.1.2 Developmental assessments	28
2.6 Evaluation of the effectiveness of managers’ development	30
2.6.1 Evaluation of managers’ performance using the return-on-investment method.....	30
2.6.2 Evaluation of managers’ performance using Kirkpatrick’s model	31
2.7 Benefits of ongoing manager’s development in organisations	33
2.8 Advantages of employee development	33
2.9 Disadvantages of employee development	34
2.10 Performance management system in a metropolitan municipality	35
2.11 Skills development of managers in a metropolitan municipality	36
2.12 Conclusion	37
Chapter 3 RESEARCH METHODOLOGY	38
3.1 Introduction	38
3.2 Research design: Qualitative research design	38
3.2.1 Research paradigm.....	39
3.2.2 Population: 108 Managers	40
3.3 Sampling	40
3.3.1 Sample size: 20 Managers.....	40
3.3.2 Sample strategy	41
3.4 Data collection method.....	42
3.4.1 Data analysis.....	42
3.5 Ethical considerations	43
3.5.1 Permission	43
3.5.2 Informed consent	43
3.5.3 Voluntary participation.....	44
3.5.4 Confidentiality and anonymity	44
3.5.5 No harm	44
3.6 Conclusion	45
Chapter 4 DATA INTERPRETATION AND ANALYSIS.....	46
4.1 Introduction	46

4.2 Analysis of biographical data.....	46
4.2.1 Interview response rate	46
4.2.2 Number of years employed as a manager	47
4.3 Interview approach.....	48
4.4 Analysis of data from interview questions	48
4.5 Common themes identified.....	67
4.6 Summary of findings	69
4.7 Conclusion	70
Chapter 5 CONCLUSIONS AND RECOMMENDATIONS.....	71
5.1 Introduction	71
5.2 Summary of the research study	71
5.3 Addressing the research problem	72
5.4 Addressing the research questions	72
5.5 Addressing the secondary objectives of the study	74
5.6 The main findings.....	76
5.7 Recommendations of the study.....	77
5.8 Limitations of the study	80
5.9 Further study	80
5.10.Conclusions.....	81
Bibliography	82

List of figures

Figure 2.1: Kirkpatrick's model	32
Figure 4.1: Number of years as a manager	47
Figure 4.2: Benefits to the manager	49
Figure 4.3: Benefits to the municipality.....	50
Figure 4.4: Benefits to the community	50
Figure 4.5: Preferred development methods by participants	61
Figure 4.6: Current disadvantages facing the development of managers	66
Figure 4.7: Common themes identified in the study	68

List of tables

Table 4.1: Why are development strategies not effective in the municipality?	56
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List of appendices

Appendix A: Data Collection Instrument

Appendix B: Approval from the Acting City Manager to perform research study

Appendix C: Approval from the General Human Research Ethics Committee (GHREC)

List of abbreviations

Skills Development Act - SDA

Personal Development plan - PDP

Local Labour Forum – LLF

Protection of Personal Information Act - POPI Act

Continuous Professional Development - CPD

Chapter 1 INTRODUCTION TO THE STUDY AND CHAPTER OUTLINE

1.1 Introduction

Employee development entails refining employees' present skills and competencies and developing other traits to sustain the organisation's goals (Valamis, 2021). An organisation's Human Resource development policies and procedures provide employees with the necessary context that encourages employee development linked with the organisation's objectives. These are included in the organisation's annual budget.

Careful deliberation is needed as the development of managers differs in terms of generation gaps, age, skills, and knowledge. Employee development leads to promotion to higher positions in an organisation, a higher job level, increased salary, higher-level responsibilities and tasks, job satisfaction, and increased staff morale (Valamis, 2021).

The development provides managers with opportunities and inspires them to acquire new or innovative skills and knowledge to support them and lead to a more operative and resourceful workplace (Warnich, 2019). A developmental plan should be developed and monitored continuously throughout the manager's career. Development should occur regularly to improve their performance, subsequently becoming an organisational leader. It is paramount to reserve and improve managers' job capabilities (Warnich, 2019).

South Africa is a developing country, and organisations must improve functional, operational, and human resources components. Organisations strive for continuous improvement; therefore, training and developing their employees' skills and expertise has become a priority. In municipalities, employee demotivation and poor performance result from a lack of training and development. Municipalities should, therefore, have control measures in place to assess the impact of training and development programmes on employee performance (Luthuli et al., 2019).

1.1.1 Background globally

A total of 91% of people born between 1977 and 1997 are anticipated to remain in the same job for not longer than three years. Four out of ten managers globally are disconnected from their current positions. The disconnection stems from unsatisfactory pay, poor organisation management, and a stressful working environment. One of the primary reasons causing the disconnection is the lack of career development and opportunities within the municipality (Meister, 2012).

The training and development of managers have become a dynamic instrument in organisational evolution and sustainable development as the organisation's vision, mission, and strategic objectives should be met with the assistance of skilled and developed managers in the workforce. The reason is that the business environment is changing every day, and technology sets a new standard for job delivery and operational productivity. An organisation wanting to improve customer satisfaction and remain relevant in its industry must constantly pursue training and retraining of its workforce to stay abreast of technology progression and its mode of getting work done in organisations (Adejare et al., 2020).

This study will show the importance and relevance of on-the-job training that the organisation has been adopting to scale down employee inefficiency and enhance managers' performance standards to compete with competitors in the market. Organisations need to create an enabling work environment for managers who seek to improve employees' skills and capabilities through training and development to augment employee career growth, directly and indirectly enhancing the organisation's performance, service delivery, and profit margin. In order to resolve inefficiency among staff in public institutions, the solution is to integrate practical training into employee career management and implement the employee performance assessment process in private organisations (Adejare et al., 2020).

For the organisation to deliver services effectively and efficiently to customers, talented employees must perform daily tasks and assist management in achieving strategic objectives. Career development should be prioritised for employees to be efficient in their functions and careers. Organisations should, therefore, provide career development opportunities to their employees by conducting internal training

programmes to enhance their job experience, enabling self-career management through talent appraisals, and enabling work changes through internal transfers and promotions (Ali, 2020).

1.1.2 Background nationally

Education is the most powerful weapon to change the world (Nelson Mandela, 1994). The process of changing the world does not mean that all the organisation's employees should be developed and improved all at once, but the process must start with a few managers within a specific department to encourage change; they will inspire and encourage other managers, creating a snowball effect within the municipality (Warnich, 2019).

Manager's development encompasses advancing to the next level and not just receiving an endorsement for the following position. The development includes obtaining and transferring skills and knowledge a manager requires to perform a task in an organisation (Ross, 2018).

The fundamental objective of the Skills Development Act (SDA) (Act 96 of 1998) is to change and grow the skills or human resources of the South African labour force and to increase the value of the life of employees, their projections of work and labour agility for the public service employer in the national and provincial spheres of government. SDA also seeks to inspire organisations to utilise the workplace as a vibrant learning atmosphere and afford employees to obtain new and innovative skills. This is the chance to acquire new and creative skills relevant to managers' development in a municipality (Skills Development Act, 1998).

Studies show that training and development significantly impact the commitment of employees in the organisation. Training and development opportunities are associated with increased productivity and performance as employees become more competent and efficient in their roles and responsibilities. The development also plays a crucial role in talent retention, creating a sense of loyalty and commitment to the team and the organisation. Employees are more likely to stay in an organisation that offers

opportunities for their development and advancement, reducing turnover rates (Nkosi, 2015).

Employees' lifelong learning and development and how organisations support their continual development are critical in today's dynamic business environment, which is more global and competitive than ever. Many organisations implement personal development plans (PDPs) to support and promote employees' learning and development. Having PDPs helps employees stay focused and motivated in obtaining personal goals, providing direction, and improving focus and effectiveness. It also increases confidence to explore where to make improvements and development in the workplace, which may increase job satisfaction and career advancement (Beusaert et al., 2013).

1.1.3 A Metropolitan Municipality

A metropolitan municipality in South Africa was used to conduct this research study.

Primary services offered to the community include solid waste removal, sanitation, sewerage, and water services. A metropolitan municipality has the following directorates: Office of the City Manager, Corporate Services, Planning, Finance, Social Services, Rural and Economic Development, Human Settlement, Engineering, Waste and Fleet Management, and Electricity.

The total number of employees is 5 740, including 108 managers. The total figure includes heads of departments, general managers and managers, and lower-level employees. Employees are the municipality's most significant resources and assets; human capital should have energy, skills, and competencies to deliver quality services to its communities daily (Mangaung Metropolitan Municipality, 2021).

Based on the Annual Performance Report of a metropolitan municipality for the 2019/2020 financial year, initial and crucial encounters around an integrated process of skills development within the city have been nonexistent of an inclusive, complete, and integrated framework for human capital development that will assist and provide

guidance and join in development and training requirements in the organisation's revolution (Mangaung Metropolitan Municipality, 2020a).

The Council adopted the skills development policy on 17 November 2017. During the 2019/2020 financial year, the policy was sent for reconsideration and adoption by Council; however, it was returned to management for further review, amendment, and deliberations with the Local Labour Forum (LLF) and has not yet been approved by Council (Skills Development Policy, 2017).

One of the managers at a metropolitan municipality stated that managers who remain in one position for more than 20 years are doing the same tasks repeatedly, as nothing motivates them. Another manager added that it is all about receiving their salary at the end of the month, given the unrest and labour strikes in the municipality and nepotism when appointing new employees. Mamokhere (2020) also found that internally, in the organisation, people have more than 20 years of experience without new skills and development.

1.2 Problem statement

Managers' lack of performance to meet the municipality's strategic objectives due to ineffective manager development will negatively impact the service delivery to communities, leading to unrest and protests by communities.

1.2.1 Effects/ Consequences

Lack of managers' development will cause the following in the municipality: Workplace productivity will be negatively affected, employees will be disconnected from their current jobs, strategic objectives will not be met, and service delivery of the municipality will be negatively impacted.

1.2.2 Research questions

- What are the benefits of managers' development?
- What are the available development strategies for a metro municipality?
- How effective is development in a metro municipality?

- What are the challenges relating to development at a metro municipality?

1.3 Primary research objective

To investigate the effectiveness of the development of managers at a metro municipality.

1.4. Secondary research objectives

- To investigate the benefits of a manager's development.
- To discuss the applicable developmental strategies at a metro municipality.
- To assess the effectiveness of a manager's development at a metro municipality.
- To assess challenges relating to the development of managers in the municipality.

1.5 Research methodology

1.5.1 Introduction

This section is divided into five sub-sections. It starts by introducing the research design, providing definitions and highlighting the importance of the design method. This is followed by presenting the research paradigm applicable to the research study. The sample population and the sample size are also discussed. Furthermore, the sample strategy, method, and validity and reliability are explained. The reasons for selecting a data collection method and the objectives are motivated. Lastly, the ethical considerations that relate directly to this research study's values and integrity are presented.

1.5.2 Research design: Qualitative research design

The qualitative research design was used in the study as it is designed to support researchers in understanding what people say and do and the communal and cultural contexts in which they live. The main advantage of qualitative research is that it permits a researcher to see and understand the context within which conclusions and actions occur and explain why someone acted the way they did. Therefore, context is understood by speaking to people to obtain a clear understanding of a phenomenon in its entirety; for example, the police are able to resolve a crime by talking to witnesses and suspects and are thus not constrained to only use quantitative data (Myers, 2019)?

Qualitative research was used as it focuses on analysing subjective meaning and events by collecting non-standardised data texts rather than numbers and statistics. Qualitative research produces detailed descriptions of participants' emotions, opinions, and experiences and interprets the meaning of their actions. It incorporates a wider range of perspectives, and the researcher can obtain different voices and meanings. Different methods can be used to collect data, and the researcher interacts directly with participants to elicit their feelings, perceptions, and opinions (Rahman, 2016).

1.5.3 Research paradigm

The research was based on the interpretivist paradigm, focusing on understanding the individual and their view of the world around them. This paradigm indicates that reality is socially constructed. This approach attempts to understand and interpret what the participant says regarding the subject matter. An attempt is made to try and understand the viewpoint of the subject being observed rather than the researcher's perception (Kivunja & Kuyini, 2017).

1.5.4 Sampling population: 108 managers at a metro municipality

Employees at a metro municipality are categorised on different levels: Heads of departments (Top Management), general managers (middle management), managers (junior management), and lower-level employees. There are 5 740 employees currently at a metro municipality as of 31 June 2021 and 108 managers (MMM staff establishment, 2021).

1.5.5 Sample size: 20 managers

Managers working within different directorates (e.g., Office of the City Manager, Corporate Services, Planning, Finance, Social Services, Rural and Economic Development, Human Settlement, Engineering, Fleet, and Waste Management) were selected for the research study. They work directly with lower-level staff, who, in turn, work directly with the communities within the metro municipality.

1.5.6 Sample strategy

Non-probability sampling was used in this study. Non-probability sampling is when a researcher selects a sample from a population using a subjective method; it is unknown which manager will be chosen. It is a quick and easy method of collecting data (Bryman, 2018).

1.5.7 Sample method

Quota sampling was used based on the following reasons:

- Quota sampling is easier to manage.
- It can be used for exploratory work and to generate new theoretical ideas.
- The researcher is free to choose a representative sample.
- It is more affordable to use quota sampling.
- Primary data collection can be done in a shorter time (Dudovskiy, 2022).

1.5.8 Data collection method: Interviews

Semi-structured interviews are the most effective data collection method when the researcher aims to (1) collect qualitative, open-ended data, (2) explore participants' thoughts, beliefs, and feelings about a particular topic, and (3) delve deeply into personal and sensitive issues. Interviews can be used for positivist, critical or interpretive qualitative research, allowing the researcher to gather rich participant data. The primary role of the interviewer is to prompt, listen and direct the interviewee, preferably interviewing in the participant's language rather than imposing their own (Myers, 2019).

Interviews were used as a data collection tool because it is a faster and more interactive form of data collection than a survey. In an interview, the researcher asks questions directly to the participant face-to-face, telephonically, via Microsoft Teams, or using Zoom. Interviews offer a more personalised exchange of data than surveys, and the researcher can probe and ask additional open-ended questions for increased clarification from the participant to obtain more information. Interviews also provide a deeper insight and understanding into the research topic (Jain, 2021).

1.5.9 Ethical considerations

This research received full ethical adherence. Ethics in research defines guidelines for conducting professional research. It also instructs and regulates researchers to follow a stringent code of ethics when performing research. In order to protect the dignity and rights of participants, ethical considerations and guidelines must be followed in all the stages of the research study. The research method cannot be completed without consideration of ethical issues. Ethical considerations assist the researcher in completing the research study promptly and efficiently (Hasan et al., 2021).

1.5.9.1 Permission

Permission was obtained from a metro municipality to conduct the research study. Information about participants was only used once permission had been granted to continue with the research study. Researchers are bound to ethical rules, and no participant should be coerced into participating in a study. Thus, all participants must receive the necessary information about the research to decide whether they want to participate in the study or not. Participants can refuse to participate in a study without penalty (University of Connecticut, 2019).

1.5.9.2 Informed consent

After being informed of the benefits of participating in the study, participants received important information about the research. Voluntary informed permission means that participants involved in the research study should have a lawful ability to give consent; they should be able to exercise free power of choice without any element of force (e.g., deceit, fraud, duress, or overreaching) and should also have adequate knowledge and understanding of the essential subject matter involved to enable them to make an informed and rational decision. Before interviews occur, a reasonable agreement must be reached with all participants (Clark-Kazak, 2017).

1.5.9.3 Voluntary participation

Voluntary participation refers to a human research subject executing their free will to decide whether to partake in any research activity. They should not be forced into being involved in any way. All the research participants should voluntarily and officially

consent to participate in the research study after being well-informed of the risks and benefits of their participation. Research participants can refuse to participate without penalty if they wish to withdraw during any research stage (Bryman, 2018). Participants can exercise their free will in deciding to participate in the study and withdraw and change their minds during ongoing research.

1.5.9.4 Confidentiality and anonymity

Ethical issues related to conducting research ethically by protecting the respondents and ensuring the non-disclosure of information and anonymity of the participants were implemented. Participants' information has been kept safe to uphold the promise of privacy. The names of participants were not mentioned in the study to protect their anonymity. Reasonable precautions were taken to protect the confidentiality rights of participants. Data collected must be treated as confidential information (University of Connecticut, 2019).

1.5.9.5 No harm

Participants were not exposed to psychological, physical, or working environment harm at any stage of this research study. The risk of potential harm was reduced by asking questions that were not harmful to participants. Harm to participants also relates to development, anxiety, stress, and self-esteem, including harm to prospects and employment in a metro municipality (Bryman, 2018).

1.6 Demarcation of the study

The study encompassed the effectiveness of employee development of managers in a metropolitan municipality; it was conducted in Bloemfontein. The study focused on the field of human resource management.

1.7 Chapter layout

The chapters in this dissertation will be presented as follows:

Chapter 1: This chapter concentrated on the rationale for selecting the topic to formulate the problem statement.

Chapter 2: Literature review: This chapter presents the conceptual and theoretical frameworks of policy guidelines related to the chosen topic to gain comprehensive knowledge and extensive understanding to enable the researcher to link the problem statement directly to the research instrument.

Chapter 3: Research methodology: This chapter discusses the study approach and applicable methods used.

Chapter 4: Data analysis and interpretation: This chapter outlines the data analysis procedures that led to specific findings relating to the research topic.

Chapter 5: Conclusion and recommendations: This chapter presents recommendations regarding the development of managers of a metropolitan municipality.

1.8 Conclusion

This research aimed to investigate the effectiveness of employee development of managers in a metropolitan municipality. The research focused on the effective development of managers in the metropolitan municipality to improve skills and knowledge to meet the municipality's strategic objectives. Managers (employees) are the most valuable assets of an organisation. They are the connection between leadership and the general workers who directly provide essential services for the community. The research aimed to identify all the possible benefits and assess challenges relating to managers' development in the municipality.

Chapter 2 LITERATURE REVIEW

2.1 Introduction

This section outlines a literature review of national and international managers' development. The chapter presents the definition of manager development, followed by legislation and historical development. Although many theories regarding manager development have been proposed, only three will be reviewed. The advantages and disadvantages of manager development in organisations will also be discussed.

2.2 Definition of manager's development

Development is a long-term change effort to extend a person's competencies and skills through experience. It provides a new perception of themselves, their jobs, profession, and organisation. Development pays attention to productivity and indicates being better at something or becoming more progressive. It entails developing employees and preparing them for better and bigger things in the organisation, from being a manager to developing to being a leader (Warnich et al., 2018).

Professional development will only be successful and yield positive results with effective monitoring, evaluation, and review procedures. Staff development should be a continuous dialogue within organisations (Blandford, 2003).

Monitoring is a critical factor during the planning process, as monitoring ensures that the organisation's objectives are achieved with available resources. Monitoring should also be done regularly when agreed-upon goals are clear and practical. Evaluation is a collaborative process of monitoring and verifying whether objectives are met within the planned and agreed-upon timeframe (Blandford, 2003).

Manager's development is the same as development in general. It is described as a process where managers at different levels learn and improve their skills, knowledge, abilities, and capabilities to enhance their performance and the organisation. A manager's attitude and actions significantly influence how effectively their team members conduct their work and how individually satisfied they are. Developing managers is key to an organisation's general health and success.

2.3 Legislation

The objective of the Skills Development Act, 97 of 1998, as per Section (1)(c), is to reassure employers to (i) use the workplace as a dynamic learning atmosphere, (ii) ensure that employees (i.e., managers, excluding an independent contractor, who works for the municipality and is entitled to receive any remuneration) obtain new skills, (iii) afford prospects for new participants into the labour market to be able to extend work experience.

The Levy Grant Scheme, constituted through the Skills Development Levies Act 1999, was developed to assist the skills development initiatives in the country. The Act orders an obligatory levy scheme to pay for education, training, and development in industries within numerous sectors, including municipalities in South Africa. The intention is to develop the knowledge and capabilities of managers and subsequently intensify the amount of skilled labour in South Africa to ensure efficiency and employability.

The Act aims to boost a structured and planned method of learning and education to increase employment projections for job seekers. Partaking entirely in the scheme permits organisations to gain the benefits of more capable and more productive employees (Skills Development Levies Act, 1999).

The Department of Public Service and Administration (Republic of South Africa, 2006:13) encourages the following procedures for institutions in retaining staff:

- Empower workforces through skills and training development to meet the required job standards;
- Offer prospects for the organisation and employees;
- Reward performance appropriately;
- Create adequate prospects for growth and development;
- Development in institutions (Van Der Westhuizen, 2016).

2.4 Historical development

Piper (1994) explored staff development units to understand why organisations tend to be concerned with training and learning improvement at the level of the individual

academic status (matric diploma or degree), known as 'Model A.' Piper added that this will change to 'Model B' as organisations become more aware of the need to support organisational policy and transformation development. It will thus become more management- and policy-positioned, assisting employees relatively more than a barely 'educational' strategic objective in the organisations.

Based on the evolution of South Africa's skills development strategies, the country's skills development system and its performance have been shaped by history and the labour market, described by unequal capital investment in high-skill White enclaves with minimal African labour skills (S. McGrath & Badroodien, 2006).

This has led to the development of a practical strategy for training to be reformed by the Congress of South African Trade Unions (Cosatu) in association with the National Union of Metalworkers (Numsa), which laid out the critical elements of the policy to be debated, shaping the South African skills development to the present stage (S. McGrath & Badroodien, 2006).

In a multigenerational workforce, learning and development need to become more diverse. Millennials are working with very experienced employees who may require a different management style regarding how they are supervised and what is offered in terms of career development and individual growth opportunities.

Older employees may face challenges in the development process, which need to be considered when designing practical learning and development interventions in an organisation. Behavioural considerations should also be considered, such as levels of staff motivation, attitudes toward learning development, and maintaining employees' health and well-being (Mulvie, 2021).

Employees want the possibility to advance in their careers, and opportunity is the main reason why most employees are engaged. Along with improved engagement, career development initiatives result in more productive employees who grow their skills and knowledge, improving the organisation. An organisation that lacks career development programmes may lose talented employees. Most organisations implement succession planning, a process of developing and recognising future leaders who can take on

management positions of other employees when they leave the organisation due to death, retirement, and resignation (Shaito, 2019).

2.5 Manager's development strategies in the municipality

The Learning Framework for Local Government (2012) was developed to assist employees and managers in municipalities in addressing development and learning in the workplace. The Learning Framework attempts to frame personal development planning (PDP) as the functioning development of municipality staff.

Management of a municipality should be dedicated to (a) the constant training and development of its staff to accomplish its organisational mission, vision, and strategic objectives, allowing its employees to implement its Integrated Development Plan; (b) managing training and development and adhere to policies and legislation, and (c) develop qualified employees for higher positions at all levels. Attention should be focused on people whose promotion will endorse employment equity and address critical skills shortages (Learning Framework for Local Government, 2012).

South Africa is a developing country, and organisations constantly strive to improve their operational, functional, and human resource components. Organisations strive for constant progress; therefore, training and developing their employees' skills and expertise have become a priority. Training and development are critical in every organisation and should be a top priority. Employee demotivation results from a lack of training and development, including increased employee turnover within the municipality. It is vital to properly align the goals of training and development programmes with the needs of employees to better equip and encourage them to carry out their responsibilities. Municipalities must implement internal control measures to assess the impact and value of training and development programmes on employee performance (Luthuli et al., 2019).

2.5.1. Developmental activities

Organisations can utilise different developmental activities to effectively assess managers' skills and development. The development activities can be used together with formal programmes for evaluating managers' effectiveness, which will assist in

identifying challenges and weaknesses and appropriate remedial actions developed to improve managers' performance and ultimately achieve strategic objectives. Six developmental activities will be described, namely, 360-degree feedback, developmental assessments, developmental assignments, mentoring programmes, coaching, and personal growth programmes (Yukl & Gardner, 2020).

2.5.1.1 360-degree feedback

The 360-degree feedback activity assesses and highlights managers' strengths and development areas. Managers receive feedback regarding their skills and knowledge from questionnaires completed by their team members, other managers on the same level (peers), customers, and superiors. Different organisations use customised questionnaires based on a specific organisation (Mulvie, 2021).

When participants receive sufficient data regarding the questionnaire (including the purpose of the questionnaires indicating that the assessment is not for performance appraisals, confidentiality and anonymity are assured), feedback will likely be more accurate for developmental purposes. Self-rating by managers with higher or below ratings compared to others will indicate a possible developmental need. Therefore, a developmental plan will address the professional and personal development areas. Quantitative feedback regarding managers' behaviour could complement participants' recommendations in terms of changes and possible improvements in a manager's behaviour.

The 360-degree feedback activity will effectively:

- increase self-awareness of managers' behaviour,
- team effectiveness,
- improve performance and
- improve human capital and sustainability
- create a harmonious working environment, and
- increase managers' sense of accountability in organisations (Yukl & Gardner, 2020).

2.5.1.2 Developmental assessments

Managerial traits, knowledge, and skills are measured and assessed with interviews, personality tests, and exercises (writing and speaking assessments). Data and results from these methods are then integrated and utilised to comprehensively evaluate participants' management potential and abilities. Development assessment uses more intensive processes, procedures, and measures to increase self-awareness than 360-degree feedback to identify strengths and weaknesses and assess a manager's development needs.

Data is collected from the employees with whom the manager interacts regularly. Information about a manager's interests, values, motives, traits, behaviour, skills, and background is collected and assessed. Development assessments can improve managers' performance; however, results are difficult to interpret because other developmental activities such as training, coaching, and developmental assignments are also included in this activity (Yukl & Gardner, 2020).

Research indicated that negative and positive development feedback through development assessment increases a manager's self-effectiveness; the ability to improve on their assessed development needs and skills and anticipated improved behaviour is linked to organisational promotions. Self-efficacy relates to feedback-seeking behaviour (Dimotakis et al., 2017).

2.5.1.3 Developmental assignments

Developmental assignments can be performed together with ordinary job responsibilities and day-to-day tasks. They can be used as an activity to develop managerial skills in organisations. Developmental training for managers can include budget preparation for the next financial year of the department, analysing and comparing the current financial year, forecasting increase and decrease movements, and considering challenges and potential risks. Other developmental assignments are performed outside the organisation, and individuals must take leave. Managers with a robust learning and development desire will likely participate in developmental opportunities. Developmental assignments should match the manager's

developmental plan, including developmental needs, career development, and learning orientation (Yukl & Gardner, 2020).

2.5.1.4 Mentoring

A mentor is someone in a higher position who shares their skills, knowledge, and experience to help others develop and grow. Mentors enable learning and development and advice and assist in reducing stress during challenging workplace situations. The mentoring process is non-evaluative, and the mentoring relationship is based on mutual trust and respect, confidentiality, and sensitivity between the mentor and the protégé. General managers or heads of departments can mentor managers in the municipality as a development programme (Yukl & Gardner, 2020).

Mentorship is recognised as one of the primary developmental resources in any organisation as it benefits the individual 's career development and social and emotional well-being. Mentoring can be either formal or informal. Research suggests that informal mentoring is more successful than formal mentoring as the participation is voluntary, and the protégé can be proactive and select their mentors (Noe et al., 2002).

Mentoring functions include career and psychosocial support. The benefits of mentoring include the following:

- Enables career development;
- Increased job satisfaction;
- Well-being of a protégé;
- More outstanding organisational commitment (Chun et al., 2012).

2.5.1.5 Coaching

Coaching refers to the job approach whereby a superior (a coach) can guide and teach an employee one-on-one, with the coach playing the role of a teacher and a helper of an employee. The coach achieves developmental objectives by setting goals and providing regular feedback and guidance. The coaching of managers into a general manager's position can assist in the following development areas:

- Provide solutions to challenges;

- Participate in the decision-making process;
- Be cooperative;
- Assist in building manager's confidence;
- Allows the manager to take risks;
- Allows the managers to make mistakes through learning;
- Increase manager's commitment;
- Improves manager's performance;
- Increase manager's engagement;
- Increase the speed of learning and development; and
- Inspires creative thinking and innovation (Warnich et al., 2018).

Coaching is a promising leadership development approach and has grown popular as an intervention. Leadership development can be seen as an integration strategy that helps employees understand how to relate to others, coordinate their efforts, and build commitments. Coaching influences subordinates by increasing psychological empowerment, building trust, and decreasing turnover intention in the organisation (Ladegard & Gjerde, 2014).

2.6 Evaluation of the effectiveness of managers' development

This section evaluates the effectiveness of managers' development. This section includes evaluating managers' performance by assessing return on investment and managers' performance using Kirkpatrick's model, including the benefits and advantages of managers' development in organisations. Performance management and skills development processes of a metropolitan municipality are also analysed.

2.6.1 Evaluation of managers' performance using the return-on-investment method

Return on investment (ROI) is measuring the cost incurred and comparing it to the benefits and the impact of training and development of managers against the profitability it provides to the organisation. Return on investment assesses human resource development activities regarding changes and improvement of managers' on-the-job performance. The return-on-investment formula for development is calculated as follows: the programme development benefits minus the cost of intervention divided by the development cost incurred (Lancaster, 2020).

2.6.2 Evaluation of managers' performance using Kirkpatrick's model

The Kirkpatrick model can assess and evaluate the results of training and development programmes for both formal and informal training methods. This traditional method has been used for over half a century to assess learning development in an organisation. The Kirkpatrick model enables a measurement plan to define strategic goals, measure results, and identify areas of significant impact in the organisation. The Kirkpatrick model has four levels: reactions, learning, behaviour, and results (Mulvie, 2021).

2.6.2.1 Level 1: Reactions

Level 1 involves the first thought managers have for the learning and development activity and the judgement of their experience after attending the learning and development programme training. It also assesses whether the programme is favourable and relevant to their current jobs. This level helps to understand how managers are engaged and invested in their development process (Lancaster, 2020).

2.6.2.2 Level 2: Learning

Level 2 measures what managers have learned from the training and whether they have obtained the intended skills and knowledge. This level helps identify and understand the manager's skills and knowledge acquired in the subject matter. The method used for evaluation at this level is a written examination or interview after attending the training (Lancaster, 2020).

2.6.2.3 Level 3: Behaviour

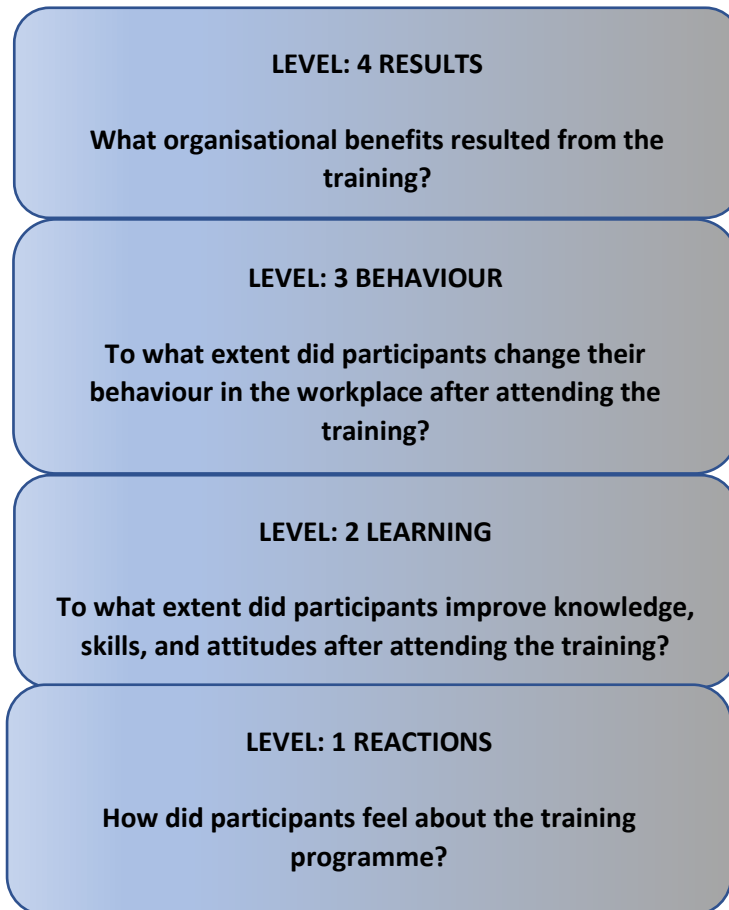
Level 3 is the most crucial step in the model that measures whether the learning and the level of training effectiveness impact managers. This level also identifies gaps in the training and development programme and assesses behavioural changes and whether skills learned are used in the workplace (Mulvie, 2021).

2.6.2.4 Level 4: Results

Level 4 aims to measure direct results compared to the organisation's desired strategic objectives, such as improved manager's performance, increased profits, high employee retention, and increased sales for the organisation. This level requires resources and time to effectively measure and implement (Mulvie, 2021).

Figure 1 illustrates the Kirkpatrick model that evaluates the training and development results for both formal and informal organisational programmes.

Figure 2.1: Kirkpatrick's model



Source: Boland et al. (2020)

Kirkpatrick's four-level training evaluation model has been used since its inception and publication in 1959, and the model continues to be valuable and appropriate in different organisations. It is adaptable to various training and development environments and performs well in training evaluation. The model is inexpensive and easy to use. It assists organisations in knowing how effective the training and development programme was and how to improve future learning objectives (Alsalamah & Callinan, 2022).

2.7 Benefits of ongoing manager's development in organisations

The benefits of ongoing employee development in organisations are as follows:

- Resist stagnation: Employees discover new perspectives and become more innovative.
- Discovering new capacities: Employees can discover new talents and skills that can benefit the team and the organisation through development.
- Preserve engagement: Engaged employees assist the organisations in reaching their strategic objectives timely.
- Gaining a competitive edge: Ongoing employee development ensures that the organisation is on the same level as others in the same industry and remains competitive.
- Increase productivity and satisfaction: Employees will feel valued and supported.
- Increase knowledge of the entire team and encourage knowledge-sharing.
- Development opportunities to make the organisation more appealing.
- Cause an increase in productivity and job satisfaction in a workplace and retain and attract talent. The organisation must show that it invests in its workforce to attract job seekers (Half, 2017).

2.8 Advantages of employee development

The advantages of having an effective manager development programme in the municipality include the following:

- Deals with endless skills deficiencies within organisations.
- Encourages equity and diversity and creates a culture of learning.
- Adjusting to changing business structures.
- Increase manager's productivity.
- Managers who receive training and development opportunities are more productive and engaged (Staff Reporter, 2021).

Organisations capitalising on their employees' development, training, and education are positively rewarded with improved performance and productivity (Coetzee, 2013).

Training and development positively impact organisational performance. Development is one of the most critical factors in the workplace because development increases the efficiency and effectiveness of both the employee and the organisation. Development enhances the capabilities and increases the skills and competencies of employees. Trained and developed employees perform better than untrained employees in the organisation; therefore, management must invest in the training and development of employees to achieve the organisation's strategic goals(Khan et al., 2011).

After measuring the impact of management training programmes, studies have shown that providing enhanced quality training programmes for the managerial workforce significantly increases employee satisfaction and consequently reduces organisational staff turnover(Choi & Dickson, 2009).

A well-designed training programme will improve the operation of a municipality by ensuring that employees have the knowledge and skills required to meet the demands of their current and future positions. Training may also help the municipality attract and retain employees in an increasingly competitive employment market. As a result, it is critical to understand the nature of training in government organisations (Jacobson et al., 2002).

2.9 Disadvantages of employee development

There are some disadvantages to development: environmental pressures are not always evident due to insufficient facts and information; employees may be resistant to change; specific supervisory capability is not continuously offered to initiate the process; the process is time-consuming and very costly; and difficulty of staff development discouraging those involved; and sometimes it is problematic to link staff development to strategic plans and objectives of the organisation with national, regional, and municipal budgets as well as the political environment (Van der Westhuizen, 2016).

Training and development positively impact the employee and the organisation; however, organisations do not measure the impact and value of training and development on return on investment. Training and development evaluation is required to determine whether the individual benefited from it, whether they could pass on their newly gained knowledge to team members, and whether the organisation's

money was spent correctly. Human resource development efforts and strategies often fail to achieve the intended purposes and goals due to the following:

- Insufficient rewards for changed behaviour;
- Insufficient financial and management support for training and development;
- Training and development programmes not evaluated and verified; and
- Measuring the improvement in performance resulting from training and development (Jasson & Govender, 2017).

Evaluation of training and development programmes has specific objectives to meet in the organisation, including whether the programme has achieved the goals and objectives regarding the cost incurred and benefits achieved. Evaluation results showed that training and development programmes were below the standard, learning and behaviour at the organisational level require improvement, training and development needs and design need to be fully optimised, and proper allocation of funds and management commitment should improve (Farjad, 2012).

2.10 Performance management system in a metropolitan municipality

The purpose of the performance management system in the municipality is to provide a framework for monitoring, evaluating, and improving the overall performance of the municipality and the employees' performance to ensure transparency and accountability. Having effective performance management systems in the municipality will ensure the following:

- Improved service delivery to the community by ensuring that the right resources are used effectively and efficiently;
- Evaluation of employee performance to identify strengths, weaknesses, and areas that require improvement and development;
- Translating and aligning individual goals with the organisational goals; and
- Facilitating and ensuring that the set targets are met within a specific timeframe (Munzhedzi, 2011).

Only Section 56 managers (heads of departments) who report directly to the City Manager are required to enter into performance agreements as needed in terms of Section 57 (1) (b) of the Municipal Systems Act. The performance agreements should be concluded at the beginning of each financial year and include individual

development plans. The agreement aims to measure and monitor performance against the municipality's set targeted outputs and assess whether the employee has achieved performance expectations applicable to the position (RSA, 2000).

The Integrated Development Plan sets out the municipality's wide range of strategic objectives for all the directorates for the financial year. Targets and key performance indicators of the municipality are then tailor-made and linked to the development plans of heads of departments that are monitored and reviewed regularly (Mangaung Metropolitan Municipality, 2020).

2.11 Skills development of managers in a metropolitan municipality

A metropolitan municipality has a Skills Development Policy adopted by Council on 17 November 2017. Objectives of the policy include:

- Acknowledging the benefits of training and education for employee development for personal growth as well as the municipality's growth;
- Providing guidelines for the implementation of development strategies;
- Promoting and implementing strategic objectives in the Integrated Development Plan;
- Supporting the career development and retention of managers in the municipality;
- Adhering to the Skills Development Levies Act of 99 (Skills Development Policy, 2017).

The policy highlights the manager's responsibility, namely, to ensure personal development. The municipality must invest in developing employees that will yield a favourable return on investment. The municipality must invest in managers' current and future growth and create a learning culture. The development opportunities of managers must be aligned with the needs and objectives of the organisation as stipulated in the Integrated Development Plan.

The Skills Development Policy provides different development methods. However, it is not limited to bursaries, learning programmes, short training courses, mentoring, coaching, continuous professional development (CPD), recognition of prior learning, and job shadowing (Skills Development Policy, 2017).

2.12 Conclusion

Many benefits can be derived from a manager's development, from an individual's well-being to team effectiveness and achieving the municipality's goals. The policies guide municipality employees on what processes to follow; however, the municipality should encourage and implement available developmental activities and evaluate progress regularly. The performance management system should apply to managers that will increase the adequate development opportunities of managers and enhance performance, resulting in minimal community unrest in the city regarding essential service delivery. This highlighted the importance of effective manager development and the available strategies to implement in the municipality. Data presented indicated the significant benefits of a manager's development, increasing the value of the organisation's human capital and ensuring a high return on investment.

Chapter 3 RESEARCH METHODOLOGY

3.1 Introduction

This chapter encompasses an introduction to the research design, providing definitions thereof and highlighting the importance of the design method. The chapter also presents the sampling used in this research study. Furthermore, the sample population and the sample size are discussed, including the sampling strategy, method, and the study's validity and reliability. The researcher provides reasons for selecting the data collection method and the objectives thereof, concluding with the ethical considerations employed that relate directly to the values and the integrity of this research study.

3.2 Research design: Qualitative research design

This study used a qualitative research design, obtaining data through open-ended and conversational communication with participants. Qualitative research allows for an in-depth understanding of participants' motivations and feelings. The results of the qualitative research are more descriptive (understanding gained through words) and assist the researcher in reaching appropriate conclusions. Features of qualitative research include the appropriateness of methods and theories, participants' perspectives, reflexivity of the researcher, and available methods and approaches that can be used (Flick, 2018).

Furthermore, qualitative data analysis is essential in producing high-quality research results. The results are expressive, and interpretations can be drawn and inferences made from the data obtained. Qualitative data collection is non-numeric, allows for detailed insight into the subject matter, and assists in examining decisions (Green et al., 2007).

Reliable qualitative research has the following characteristics:

- Self-reflexivity: The researcher can show how personal characteristics were considered and how data were collected and analysed.
- Transparency: The researcher can articulate and describe how data were gathered and analysed in a way that others can examine and study.

- Evidence-based: The researcher can demonstrate connections between data from research questions, objectives, data analysis, and conclusions reached.
- Qualitative research describes a situation, event, phenomenon or problem.
- Credibility and trustworthiness: The researcher can show the thoughtful and purposeful manner in which credibility and trustworthiness techniques during engagements, such as interviews, were incorporated (Aurini et al., 2016).

Experiences, attitudes, and actions might be difficult to capture using a quantitative method. In contrast, a qualitative method allows participants to explain how, why, or what they were thinking, experiencing, and feeling at a specific time or during an event of interest. One of the strengths of qualitative research is its ability to describe human behaviour, processes, and patterns. Reporting on qualitative research entails providing setting details, descriptions, and quotes from participants (Tenny et al., 2022).

Qualitative research was used as it is characterised by flexibility, openness, and responsiveness to the context of the research study. Qualitative research has three core ideas: self-reflexivity, context, and thick description. Self-reflexivity relates to participants' opinions, experiences, connections, and interpretations. Context relates to putting oneself in a scene and trying to make sense of it and, with intention, inspecting and noting small cues to decide how to behave and make sense of the context about the bigger picture. The thick description relates to how researchers submerge themselves in a culture, investigate the conditions in that scene, and then correlate it with the available literature. Meaning cannot be detached from this thick contextual description (Tracy, 2019).

3.2.1 Research paradigm

Qualitative research includes the collection of non-numerical data through observational methods. The interpretivist paradigm relies on a discussion between the researchers and participants to negotiate, collaborate, and develop a clear understanding of reality, acknowledging the context at a specific time and refraining from generalising. Interpretivist approaches include observations and interviews. The critical realist paradigm suggests that any understanding of reality is imperfect, and a critical examination is necessary to develop the best possible understanding of reality (Green et al., 2007).

The interpretivist paradigm has the following features:

- Admitting that the social world cannot be understood from the observation of an individual.
- Accepting that there are multiple realities.
- Reality is socially constructed.
- Admitting that there is expected interconnectedness between the researcher and the research participants.
- Admitting that context is essential to know and be known.
- There is a need to understand the individual.
- Effects are mutually interdependent.
- These factors must be considered to understand the bigger picture (Kivunja & Kuyini, 2017).

3.2.2 Population: 108 Managers

Employees at a metro municipality can be categorised into the following levels: Heads of departments (Top Management), general managers (middle management), managers (junior management), and lower-level employees. There are 5 740 employees currently at a metro municipality as of 31 June 2021 and 108 managers (MMM staff establishment, 2021).

3.3 Sampling

3.3.1 Sample size: 20 Managers

Managers working within different directorates (Office of the City Manager, Corporate Services, Planning, Finance, Social Services, Rural and Economic Development, Human Settlement, Engineering, Fleet, and Waste Management) were selected for this research project. They work directly with lower-level staff, who, in turn, work directly with the communities within the Metro (Mangaung Metropolitan Municipality, 2021).

When designing a research study, it is critical to justify the sample size, explaining how the collected data is expected to produce valuable information based on the researcher's goals while also considering the type of research to be conducted and

the available resources and time constraints influencing the collection of data and completion of the research study (Lakens, 2022).

Data saturation refers to when additional data collected does not result in any new emerging theories. When participants repeatedly provide the same comments during interviews, data saturation has been reached, and further data collection and/or analysis is unnecessary. In this study, the researcher decided to discontinue further data collection and analysis if data saturation was reached before interviewing all 20 managers (Saunders et al., 2018).

3.3.2 Sample strategy

The non-probability sample strategy was used in this research study, using a random selection method where some participants were more likely to be selected than others. Quota sampling was also used as the aim was to select a sample that reflects a population in terms of the comparative proportions of managers in different directorates. The sample selection was based on the researcher's judgement and was not randomly carried out. The categories and number of managers selected were sorted according to quotas (specific groups). The researcher decided which manager fits those categories. The number of participants interviewed in each quota reflected the population and only managers that fit the quota were interviewed. The advantages of using quota sampling include the following:

- it represents the entire population,
- it saves time, and
- it is convenient and easier to perform than other sampling methods (Bryman. Alan et al., 2018).

A sample of managers was selected from the staff establishment of each directorate in the municipality. Managers' contact details and office numbers were obtained from the address book. The personal information of managers has been safeguarded and kept confidential based on the conditions of Section 19 of POPIA (Protection of Personal Information Act, 2013).

3.4 Data collection method

The qualitative research interview is a meaningful, practical, and highly applied data-collection tool that allows the researcher to discover unknown areas and appropriately address the research questions. Qualitative interviews allow researchers to explore, in a comprehensive manner, matters exclusive to the participants' experiences, allowing different perspectives on how various phenomena of interest are perceived and experienced. The connection between participants and researchers is visible, and the importance is based on investigating human phenomena. Interviews have habitually been a data-collection method linked with qualitative research. Qualitative interviews may be used with open or structured questions. Semi-structured interviews are more interactive, gathering information from the participant's perspective and providing reliable and comparable data. A semi-structured interview guide may include only one or more predetermined questions, allowing the interviewer to explore issues raised by the participant (C. McGrath et al., 2019).

The researcher developed the data collection instrument for this specific research. The questions included in the data collection instrument were developed using the literature review, the research questions, the problem statement and the research objectives (Kalkbrenner, 2021).

The interview duration was approximately 60 minutes, including the introduction, signing of the Informed Consent Form, and the actual interview questions. Participants were informed about the duration of the interview in the invitation to participate and during the introduction to the interview.

3.4.1 Data analysis

The data were analysed after data collection. Data analysis is a process of summarising collected data. The process involves interpreting data collected using logical and analytical reasoning to determine the themes, patterns, trends, and relationships. The aims of data analysis differ: 1) It can be to describe a phenomenon; 2) It can be to identify conditions on which differences are based; 3) It can be to develop a theory of the phenomenon under study from the analysis of empirical material (Flick, 2018).

Data analysis is the process of describing and connecting phenomena to the researcher's concepts. It entails comparing various scenarios based on their similarities or differences and developing a hypothesis of the topic under investigation based on empirical data analysis. The researcher must explain and interpret the data in terms of meaning rather than numbers (Palić et al., 2016).

3.5 Ethical considerations

This research received full ethical adherence.

3.5.1 Permission

Permission was obtained from a metro municipality to conduct the research study. Information about participants was only used once permission had been granted to continue with the research study. Researchers are bound to ethical rules; no participant should be misled into participating in a study. All participants received the necessary information about the research to decide to participate in the study. Participants may refuse to participate in the survey without penalty (University of Connecticut, 2019). The research meets the requirements of General Human Research Ethics Committee, refer to Appendix C for ethical clearance number: UFS-HSD2022/1335/23

3.5.2 Informed consent

After being informed of the benefits of participating in the study, participants received information about the details of the study. Voluntary informed permission means that participants involved in the research study should have a lawful ability to give consent; they should be able to exercise free power of choice without any element of force, such as deceit, fraud, duress, or overreaching; and should also have adequate knowledge and understanding of the essential subject matter involved to enable them to make an informed and rational decision. Before interviews occur, a reasonable agreement must be reached with all participants (Clark-Kazak, 2017).

Informed consent is critical to research and demonstrates respect for personal autonomy. Involved persons must be competent to give consent. Consent should be

given by involved persons freely and voluntarily. Participants can withdraw from the research at any time (Connelly, 2014).

3.5.3 Voluntary participation

Voluntary participation refers to a human research subject executing their free will to decide whether to partake in a research activity. They should not be forced into taking part. All the research participants should voluntarily and officially consent to participate in the research study after being well-informed of the risks and benefits of their participation. Research participants may refuse to participate without penalty if they wish to withdraw during any research stage (Bryman, 2018). Participants can exercise their free will in deciding to participate in the study and withdraw and change their minds during ongoing research.

3.5.4 Confidentiality and anonymity

Ethically conducted research involves protecting the respondents and ensuring the non-disclosure of information and anonymity of the participants are implemented. Participants' information must always be kept safe to uphold the promise of privacy. The names of participants must not be mentioned in the study to protect their anonymity. Reasonable precautions must be taken to protect the confidentiality rights of participants. Data collected must always be confidential (University of Connecticut, 2019).

The confidentiality of study participants is a fundamental element of research ethics. The researcher has a responsibility to ensure that participant confidentiality is maintained. The information was kept private and not disclosed outside the research context or to unauthorised individuals. The researcher is responsible for protecting participants from harm that may result from breaches of confidentiality (Morse & Coulehan, 2015).

3.5.5 No harm

Participants were not exposed to psychological, physical, or working environment harm at any stage of the research. The risk of potential harm was reduced by asking

questions that were not harmful to participants. Harm to participants also relates to development, anxiety, stress, and self-esteem (Bryman, 2018).

3.6 Conclusion

A sample of managers was interviewed to obtain insight into the effectiveness of manager development in a metropolitan municipality through the use of the qualitative research method. The appropriate research method was carefully considered and aligned with the research context and the nature of the research questions used. This chapter discussed and addressed key concepts, including sample size, strategy, and the data collection method. Management granted permission to conduct the study in the municipality, and adherence to the risk of no harm, confidentiality, and anonymity were adhered to and considered throughout the study.

Chapter 4 DATA INTERPRETATION AND ANALYSIS

4.1 Introduction

The previous chapter focused on the study's research methodology, research design approach, and data-gathering methods. This chapter presents, interprets and analyses findings collected from twelve managers regarding the effectiveness of manager development at a metropolitan municipality. The information was collected from participants asking ten semi-structured open-ended questions (see Appendix A: Data Collection Instrument). Interviews with participants were conducted face-to-face or online via Microsoft Teams.

4.2 Analysis of biographical data

This section briefly discusses the biographical data of participants gathered during the interview process regarding the effectiveness of manager development in the metropolitan municipality. The purpose of this section was to document the number of years the participant was employed as a manager to identify if the participants attended any development training since working as a manager and assess the effectiveness of the manager's development in the municipality.

4.2.1 Interview response rate

The researcher selected a sample of 20 managers to participate in the research process. Six managers were not interested in participating in the study. Fourteen (14) managers were willing to participate. The researcher interviewed 12 participants, and as data saturation was reached, no further interviews were conducted as no other data collection was deemed necessary for the study. The sample discussed thus includes the twelve (12) interviewed participants.

4.2.2 Number of years employed as a manager

Figure 4.1 illustrates the years participants were employed as a manager in the municipality.

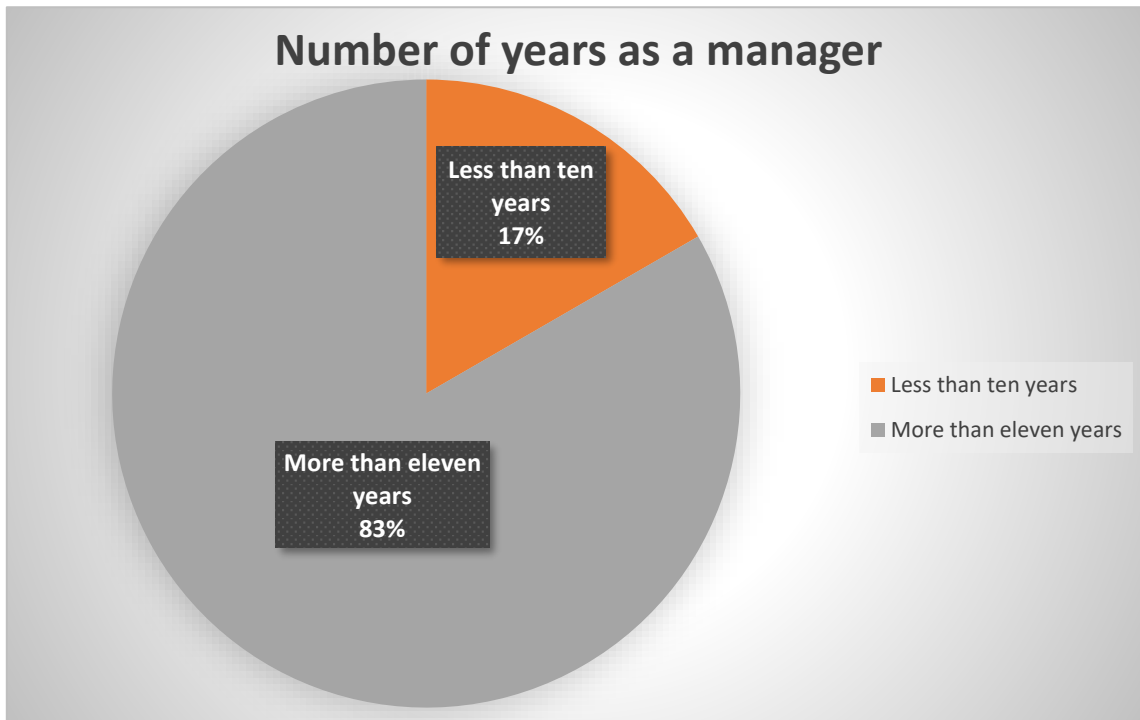


Figure 4.1: Number of years as a manager

Figure 4.1 shows that most participants (83%) have been employed as a manager in the municipality for more than eleven years, and two (17%) have spent less than ten years as a manager there.

Participants who were interviewed work at different directorates in the municipality. Most participants have more than eleven years of experience as a manager. The effectiveness of the manager's development was assessed based on the development programmes that managers have attended since being appointed as managers in the municipality. The municipality being placed under the National Treasury's administration has negatively impacted managers' development.

4.3 Interview approach

Participants were invited to participate in the study by emailing invitations to them. Consent letters, interview questions (see Appendix A), and approval from the Acting City Manager (see Appendix B: Approval to perform the study) were also distributed to participants. The researcher conducted 12 interviews. Based on participants' preferences, three interviews were conducted online via Microsoft Teams and nine face-to-face. The average duration of all the interviews was between 30 and 45 minutes. The researcher used semi-structured interviews. This enabled the researcher to ask follow-up questions on particular themes or topics that emerged to obtain a deeper understanding of the participants' perspectives and viewpoints regarding the topic under study. The researcher found patterns among participants and linked similarities in the raw data from each interview. The researcher collected data by taking notes and recording the online discussions. Notes of the answers to each question were used to analyse the findings.

4.4 Analysis of data from interview questions

Analysing the data gathered was essential to effectively complete this study, test the study's objectives, identify themes, and respond to the research questions.

The researcher used thematic analysis to identify and gather data from the interviews, exploring the topics in the interview transcripts and coding the data using Microsoft Word. The commonalities found assist the researcher in understanding the themes in the data by connecting them (Boyatzis, 1998). The researcher thoroughly analysed the data before searching for recurring themes in the interviews. The researcher discovered more insights and concepts about the patterns and trends in managers' development in the municipality by using thematic analysis.

Data collected from participants was interpreted in a descriptive form. In this section, an in-depth analysis of the ten interview questions will be performed, with specific reference to each question and the responses from participants. Common themes identified will be discussed per interview question throughout the study.

In order to protect participants' confidentiality, none of their names will be mentioned, and they will be referred to as Participant One, Participant Two, Participant Three, Participant Four, and so forth.

4.4.1 What are the benefits of managers' development in the municipality?

All the participants (100%) indicated that a manager's development benefits the employee, the municipality, and the community members.

Figure 4.2 illustrates the benefits of development to the manager.

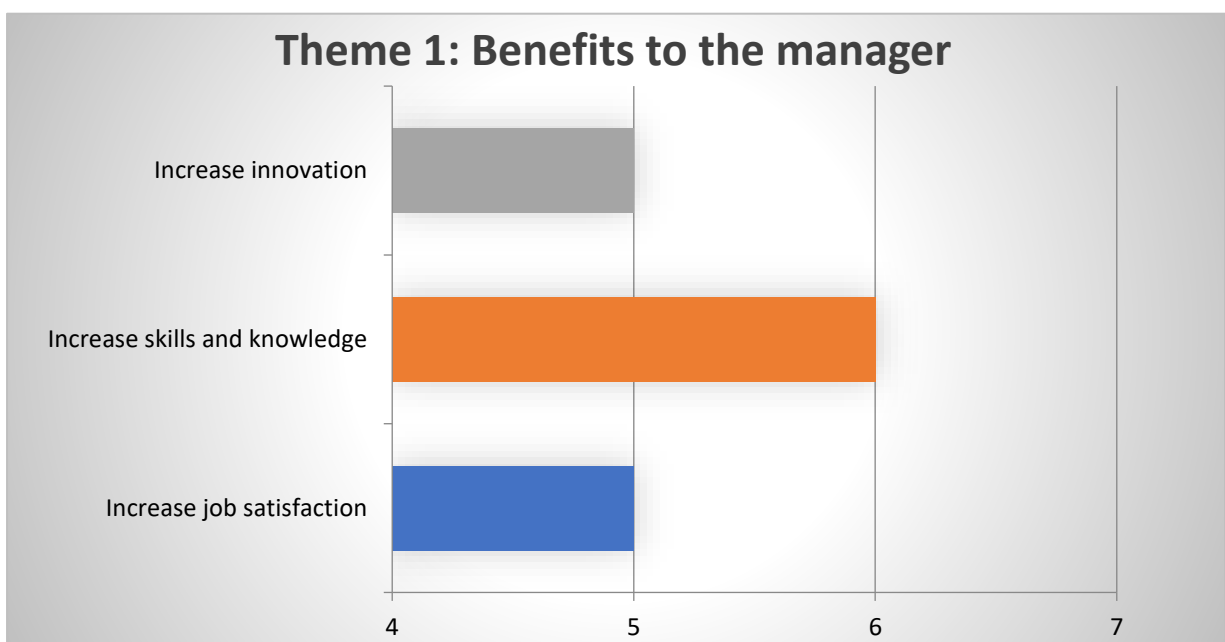


Figure 4.2: Benefits to the manager

Figure 4.2 shows that effective development will effectively increase innovation, skills, knowledge, and job satisfaction for managers in the municipality.

Figure 4.3 illustrates the benefits of development to the municipality.

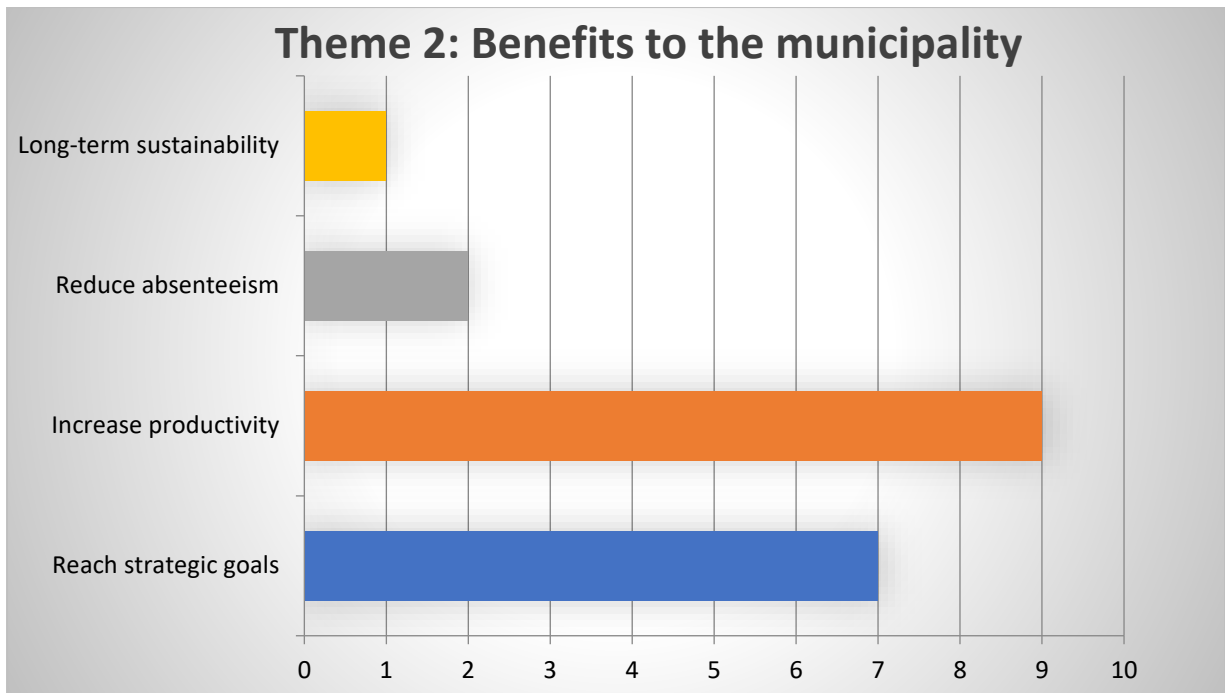


Figure 4.3: Benefits to the municipality

From Figure 4.3, it is evident that development will increase productivity and ensure that the strategic goals of the municipality are effectively achieved. Absenteeism of managers will also be reduced in the municipality.

Figure 4.4 illustrates the benefits of development to the community.

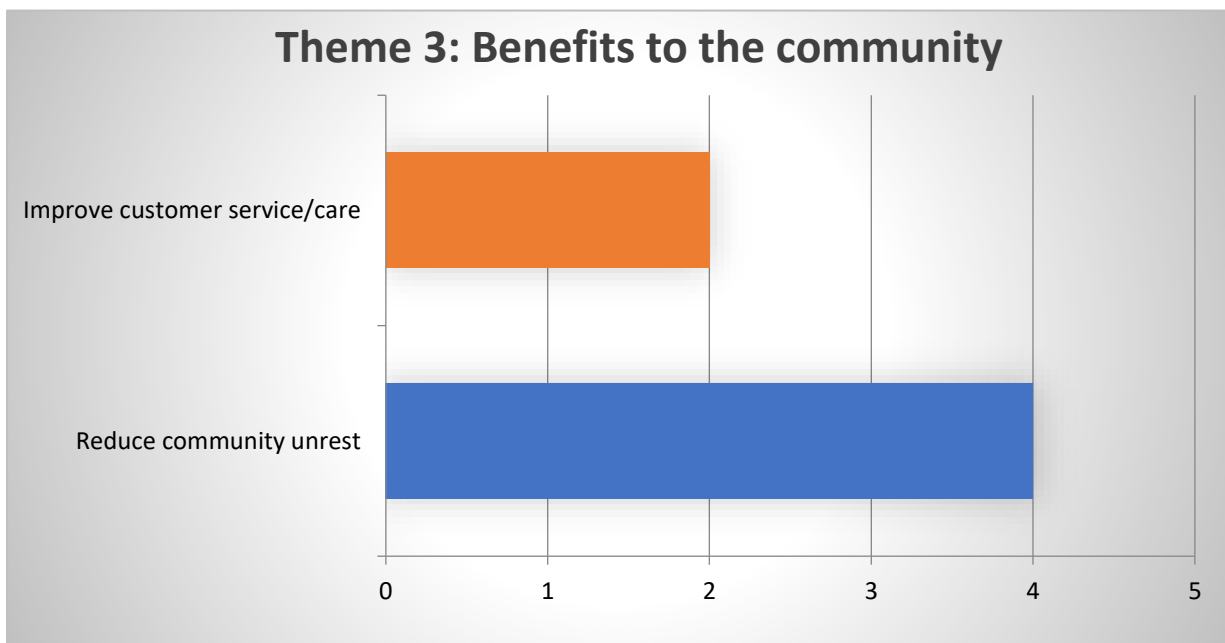


Figure 4.4: Benefits to the community

Figure 4.4 shows that development will also positively impact the community by improving customer service/care and reducing community unrest.

The researcher identified three themes regarding the benefits of a manager's development: benefits to the manager (employee), benefits to the municipality (employer), and benefits to the community (customers). Based on the participants' responses, the municipality must invest in developing the organisation's most valuable assets, managers, to deliver essential services to the communities, reduce community unrest, and keep managers engaged and motivated. Training and development can make managers aware of their strengths and developmental needs. Participants indicated that developed and highly motivated employees have a long-term, positive impact on the municipality's sustainability.

Participants also indicated that the benefits of developed managers include increased innovation, increased skills and knowledge, increased productivity, reduced absenteeism, improved job satisfaction, and performing their tasks and responsibilities more effectively and efficiently to ensure that the strategic goals of the municipality are met. Training and development can also increase the quality and quantity of services provided to the communities.

The participants responded to the benefits of managers' development in the municipality as follows:

- **Theme 1: Benefits to the manager (employee)**

Participant One: "Managers will have increased job satisfaction, be more capacitated and competent, and will be able to transfer skills and knowledge to other employees in the Directorate."

Participant Twelve: "Having a skilled and developed manager in the municipality will ensure that the employee has high staff morale, leading to low absenteeism and staff

turnover. Managers will remain motivated and consistently perform their responsibilities more effectively and efficiently.”

Participant Eight: "Development increases self-esteem and performance of an employee. A self-motivated manager will always perform their duties with due diligence and careful consideration, strive for growth, and motivate and influence other team members."

- **Theme 2: Benefits to the municipality (employer)**

Participant Three: "Development of managers ensures that the municipality has enough capacity and continues to grow and adapt to changing circumstances and times. The complex environment of local government requires that managers should at least be on par with broader developments whether it be legislation, technology and innovation, new trends emerging among communities, as well as innovative ways of problem-solving and service delivery."

Participant Two: "The benefits of the development of managers are significant in the municipality as it goes a long way in ensuring that the municipality achieves its strategic objectives as set out in the Integrated Development Plan (IDP)."

Participant Eleven: "The municipality will have more competent managers with relevant and up-to-date knowledge and increased creativity.”

Participant Six: "Having developed and skilled managers assist the individual to make a meaningful contribution towards organisational strategic goals and objectives."

- **Theme 3: Benefits to the community (customer)**

Participant Nine: "Employee development guide and assist employees in being better equipped with different skills and knowledge to perform their tasks effectively and provide the required services to the community. Skills development also improves

customer satisfaction and customer care to ensure that competent employees resolve queries and complaints on time.”

Participant Four: “In my opinion, the municipality essentially gives employees opportunities to improve their skills to create effective managers. Investing in creating effective managers ultimately helps the municipality achieve its strategic objectives and to effectively deliver the basic services that the community deserves.”

Participant Ten: “Development will assist managers to solve customer queries and complaints faster and with a shorter turnaround time and subsequently improve customer satisfaction.”

4.4.2 Why are you participating in managers’ development?

Only two (17%) of the twelve participants have participated in the programmes offered for managers’ development within the respective directorate. The two participants have been a manager in the municipality for more than 11 years. Participants indicated they wanted to increase their knowledge regarding the latest developments and updated regulations from the National Treasury and the implementation and adherence to municipal standards, policies, and procedures to perform their tasks effectively.

The remaining ten managers (83%) have not participated in any programme since they were appointed as managers. They were not invited and informed of development programmes in the municipality. Two participants have been employed as a manager for less than ten years, and eight have been employed as a manager for more than 11 years. Due to financial maladministration in the municipality, training and development have suffered and have not been taken seriously. As highlighted by the participants, more focus was placed on providing essential services to customers and paying outstanding service providers.

Participants who have not attended development programmes highlighted that they are willing to participate in programmes that will assist and increase their skills and knowledge and improve performance to become more agile and well-informed in the workplace and to execute their duties and responsibilities more effectively. From the participants' responses regarding reasons for participating in managers' development, three themes were identified: reasons for participating, not participating, and wanting to participate in a manager's development programme. The participants responded as follows:

- **Theme 1: Reasons for participating**

Participant One: "I have attended conferences, summits, and a colloquium that provided information-sharing sessions between municipalities and the National Treasury Department that assisted me and improved my knowledge to perform certain tasks, and I saw it as developing me as a manager."

Participant Nine: "I have attended training about the disciplinary process and how to take disciplinary action as well as maintaining discipline in the municipality that was focused more on human resources management."

- **Theme 2: Reasons for not participating**

Participant Five: "There have not been any programmes to develop managers in years; as a result, one cannot participate in any."

Participant Six: "Due to financial constraints and the municipality being placed under the administration of the National Treasury Department, there have been no development programmes for managers."

Participant Ten: "I have not been informed or invited to any manager development programme in the municipality."

- **Theme 3: Reasons for wanting to participate**

Participant Two: "I would participate in any programme for managers' development as it would enhance my knowledge and equip me to execute my duties and responsibilities effectively."

Participant Seven: "Should I be informed about any development initiative within the municipality, I will participate to enhance my knowledge and skills to perform my duties effectively. Development will also increase and improve my performance in the workplace."

Participant Eleven: "I would like to enhance my skills and knowledge to perform my duties more effectively and become more agile and relevant."

4.4.3 What is your evaluation of the manager's development programmes that you have attended?

Only two out of twelve (17%) participants have participated in a development programme for manager development. The remaining participants (83%; 10/12) have not participated in any development sessions of the municipality since they were appointed as managers.

A participant who attended a manager's development programme indicated that it was informative and broadened their knowledge, ways of thinking, and performing tasks more efficiently in the municipality. The programmes attended were of good quality and standards; however, only some of the topics and issues covered could be applied to the metropolitan municipality because it has been placed under administration and has unstable leadership (heads of departments) constantly in acting positions.

The other participant indicated that the development programme was aimed at the human resource's disciplinary process and implementation thereof in the municipality. The participant stated that the programme was adequate; however, management should focus more on improving employees' personal, technical, leadership, and soft skills to perform daily tasks efficiently.

The participants responded to the interview question about evaluating managers' development programmes as follows:

Participant One: "The programmes I attended were very informative sessions; however, the working environment is not enabling the implementation of what was learned and discussed as they were not aligned with our metropolitan municipality's budget and financial allocations."

Participant Nine: "I feel the municipality should focus more on improving soft skills and motivating managers to perform better in the organisation. Disciplinary actions are not something that a manager can perform regularly; however, technical skills like digital transformation knowledge are currently a prerequisite in the fourth industrial revolution."

4.4.4 How effective are the development strategies currently in place in the municipality?

All the participants indicated that development strategies in the municipality require improvement because it is ineffective as these strategies are not effectively communicated to all employees through emails and information awareness campaigns such as workshops. The municipality does not have formally structured and scheduled development training and programmes within different directorates. Participants indicated that directorates lack allocated funds and budgets for development programmes and training. Managers are not groomed to improve their skills and knowledge to move to a higher position; therefore, they remain stagnant in one position until retirement.

Table 4.1: Why are development strategies not effective in the municipality?

Participant	Identified themes		
	No knowledge of any development	Managers are stagnant and not	Not formally structured

	programmes for managers	groomed for higher positions	and scheduled
One			✓
Two	✓		
Three			✓
Four	✓		
Five	✓		
Six		✓	
Seven	✓		
Eight		✓	
Nine		✓	
Ten		✓	
Eleven	✓		
Twelve			✓

The participants responded to the interview question about the effectiveness of development strategies as follows:

- **Theme 1: No knowledge of any development programmes for managers**

Participant Five: "I am unaware of any existing development strategies within the municipality."

Participant Two: “The development strategies are currently ineffective as managers are not appraised, and there’s no performance management system. In most cases, the strategies are not shared with managers; the heads of department do not share their visions and any development strategies with managers in the municipality.”

- **Theme 2: Managers are stagnant and not groomed for higher positions**

Participant Ten: “Most employees work in one position until retirement; there is no grooming and development into a higher position in the municipality.”

Participant Six: “No, I don't think they're very effective, as managers are stagnant in one position and are not developed to grow and to take up a higher position.”

Participant Nine: “I don't think they're very effective because for those employees who are already currently in management, there isn't much development from moving up to the next higher level, even for those employees at a lower level, they are not moving and being developed to a higher position.”

- **Theme 3: Not formally structured and scheduled**

Participant Three: “It is difficult to measure their efficacy since they are not as regular, continuous, and structured as they should be. For example, Local Economic and Development training should be directed to the Economic and Rural Development managers so they can put what they learn into practice. But it would be more beneficial if this was continuous, and the employee obtains a qualification such as a certificate or diploma.”

Participant Twelve: “For the development strategies to be fully effective, each directorate should have a plan that is budgeted for the year for the employees to attend development programmes that improve their skills and knowledge to ensure that the municipality remains sustainable in the future and the performance of managers is improved.”

4.4.5 What are your recommendations regarding the managers' development in the municipality?

The majority of managers (58%) articulated that a performance management system should be developed and implemented to manage the performance and development of managers within the municipality. A performance bonus and increase can subsequently influence and motivate a manager's development. Currently, the performance management system only applies to the heads of departments, and their performance is evaluated and monitored consistently. A total of 42% of participants highlighted that management should assess and identify gaps and shortages of skills to develop a needs analysis and development programmes tailored explicitly for managers. Those assessments should be monitored yearly to verify the intended improvements and amend the development programmes when necessary.

Two themes were identified from the participants' responses for recommendations regarding manager development: performance management system and needs analysis.

The participants responded as follows:

- **Theme 1: Performance management system**

Participant Eight: "If a performance management system existed in the municipality, it would have been easy to monitor employee development as key performance indicators would be specific to include and monitor development regularly."

Participant One: "After implementing a performance management system, bonuses and salary increases to a higher notch would subsequently be the main influence for employees to increase their performance score by being developed and therefore meeting the municipality's strategic objectives regularly and improving on providing basic services to communities."

Participant Twelve: “The performance management system will encourage managers to improve their skills and knowledge on a regular basis.”

- **Theme 2: Needs analysis**

Participant Nine: “A critical needs analysis should be performed for managers to identify the main focus on identified gaps, shortages, and challenges for managers in the municipality.”

Participant Three: “The implementing agent, which is Human Resource Development in the municipality, should conduct skill audits and identify and address those gaps.”

Participant Two:” The municipality should at least have quarterly development training for managers. Heads of the Department, including the city manager, should meet with managers to identify their development needs. After such a meeting, the City Manager and HoDs should develop training programmes that will address the development needs of managers.”

4.4.6 Which method of development would you prefer?

All the participants indicated that different methods should be made available, and managers should be allowed to choose a method they prefer or a combination of varying development methods in the metropolitan municipality. There are many development methods and activities that the municipality can budget for and make available to choose from that are designed to improve the job performance of an employee or a group of employees within the organisation.

Figure 4.5 illustrates the different development methods that participants prefer.

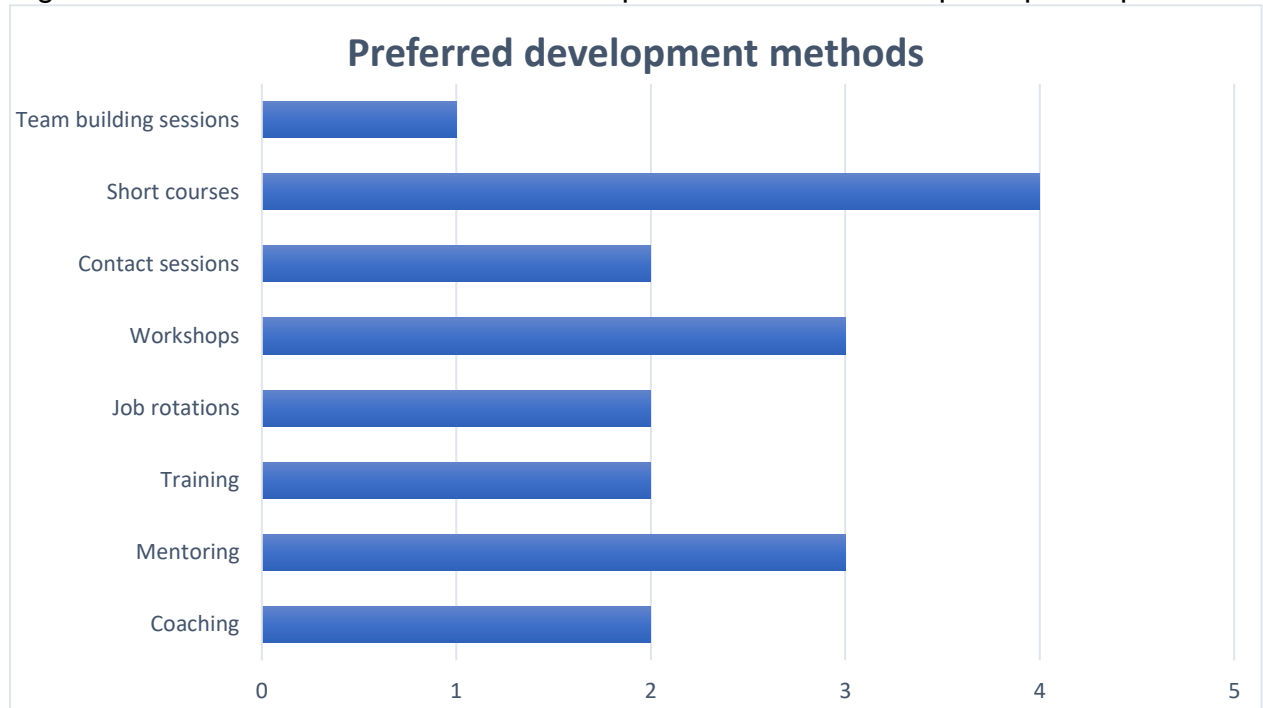


Figure 4.5: Preferred development methods by participants

It is evident from Figure 4.5 that participants prefer different and a combination of development methods to improve their skills and development.

All the participants indicated different types and a combination of development methods as their preference to participate in. All the participants showed interest in manager development programmes, as these will assist them to improve their skills and knowledge, better equip them to perform their duties, manage subordinates effectively, improve the quality of life of employees, maximise their performance, develop and grow them to reach their full potential, reduce inequality in the workplace, and reach the strategic goals of the municipality.

The participants responded to the interview question of preferred development method as follows:

Participant Nine: "I would like a contact session type of development and not a self-study method."

Participant Six: "Management should prioritise the development needs of managers. So, it should be a norm that we go on training and that we develop ourselves and that we attend workshops and all of that and interact with other institutions to improve our overall performance, knowledge, and development."

Participant Eleven: "I prefer on-the-job training and mentoring."

Participant Two: "I would prefer a short course to improve my skills such as technical skills development, customer care, management programme, communication, and leadership skills development."

4.4.7 What should management do to ensure the effectiveness of the manager's development within the municipality?

When participants were asked what management should do to ensure the effectiveness of the manager's development within the municipality, they all agreed that development should be prioritised. There should be an adequate budget for the manager's development. It should form part of the strategic goals of the municipality; a performance management system should be implemented and monitored for managers, gaps and weaknesses should be identified, and internal controls should be developed to reduce and eliminate the identified gaps and deficiencies. Development programmes should be effectively communicated to all employees in the municipality to create a culture of consistent development, increase staff morale, and create an environment of highly motivated and skilled employees. The participants responded as follows:

Participant Twelve: "There should be proper budgeting for the development of managers, and development should also be included as part of the municipality's strategic goals and proper implementation and regular monitoring of the development process."

Participant Five: "Management should budget for regular training and development of managers and eliminate political interference in the administration function of the municipality."

Participant Seven: "Management should implement a performance management system to ensure that managers improve their development and performance."

Participant Four: "Management should develop an interactive follow-up internal management development programme to identify possible gaps in the employee's development and find ways to address the identified gaps."

4.4.8 What should the municipality improve on to make the development of managers more effective?

All the participants indicated that the municipality requires many improvements to ensure the effective development of managers. Most participants (58%) highlighted that the performance management system should be implemented within the municipality and not only apply to heads of departments since development can be aligned with performance management and monitored and assessed to ensure managers' effective development and growth. All the employees should be treated the same regardless of which political party they are associated with, and competent and qualified people should be employed in the municipality. It was also indicated that benchmarking against other metro municipalities should be done and analysed for consideration and implementation in the municipality for the growth and development of employees. Participants reported that municipal human resource development policies and procedures should also be updated. They responded to the interview question on what the municipality should improve on to make development more effective as follows:

Participant Six: "The municipality should implement a performance management system and enforce accountability in the organisation. There should also be a delegated official who is held accountable for regularly developing and monitoring the manager's development."

Participant Two: "The municipality should ensure that only qualified managers are employed and perform skills audit."

Participant Twelve: "The municipality should benchmark with other metropolitan municipalities on the strategies employed regarding developing managers. This will ensure that programmes implemented are relevant and effective and will ensure growth and development for the benefit of the employee and the organisation."

Participant Nine: "Management should roll down the performance management system at least to the supervisor level in the municipality."

Participant Eight: "Management should invest and budget for training and development and update the outdated policies and procedures of the Human Resource Development directorate."

4.4.9 What is restraining your development as a manager within the municipality?

When participants were asked what is restraining their development as a manager in the municipality, all indicated wanting to improve and develop to perform their tasks effectively and efficiently. They provided different views that restrain their development: lack of funds for training and development, the current outdated policies and procedures, political interference in the administrative function, inconsistent treatment of employees, no proper job evaluation in place, lack of motivation and influence to grow and develop, lack of performance management and appraisal

system in the municipality. None of the participants indicated that they were not interested and willing to develop as a manager into a higher position in the municipality. They responded as follows:

Participant Two: "Political interference and non-development of managers. Lack of performance appraisal system and training programmes across the municipality constantly generates frustrations."

Participant Six: "I am not encouraged by management and our current policies and procedures. In the sense that after being employed as a manager after five years, I can apply for a higher position after being developed in my current position. Job evaluation also goes hand in hand with the development of managers, which currently needs to be more effective in the municipality."

Participant Eleven: "Lack of career growth within the municipality contributes to the reluctance to develop."

Participant Three: "Because there is no individual performance management system yet, it becomes difficult to carve a path along which one would appropriately want to be developed."

4.4.10 What are the current disadvantages impacting the development of managers within the municipality?

All the participants highlighted different and a combination of disadvantages that impact the development of managers in the municipality.

Figure 4.6 illustrates the current disadvantages impacting the municipality's managers' development.

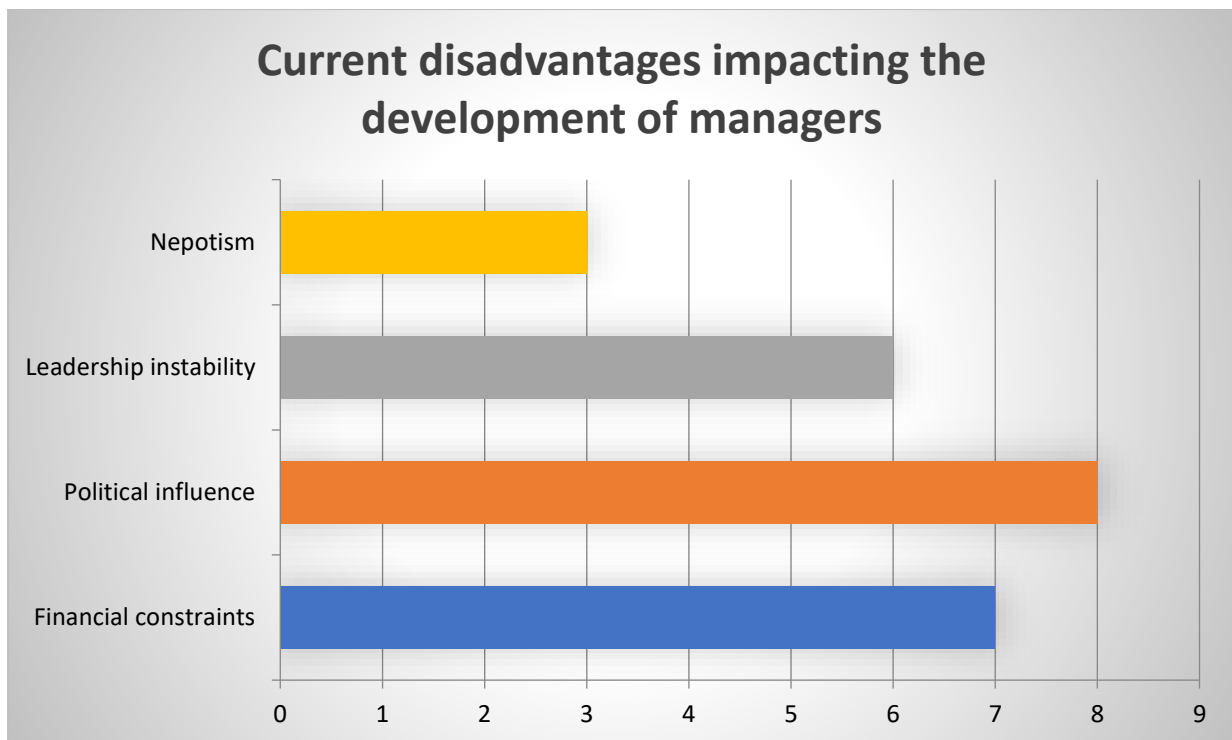


Figure 4.6: Current disadvantages facing the development of managers

Figure 4.6 shows that the most significant disadvantage facing the development of managers is political influence in the administration function of the municipality. The municipality being placed under the administration of the National Treasury is also impacting the development of managers due to a lack of adequate budgeting, spending of funds, and compliance with supply management rules and regulations. Senior vacant positions, instability and constant changes also delay managers' development. Participants added that when some managers are preferred over others, it creates inconsistencies, low staff morale, and unhappiness in the work environment.

The participants responded to the interview question of disadvantages facing managers' development as follows:

Participant One: "People being employed at the municipality due to personal relations and political connections with the administration or political staff of the municipality and not according to the experience, skills, and knowledge relating to the position being advertised."

Participant Ten: “Lack of leadership stability affects the running of the municipality and the development of managers, as focus, budget, and resources are constantly moved around by different leaders acting in a higher position within the municipality.”

Participant Seven: “Working environment that is not encouraging, consistent, and fair, where suggestions, inputs, innovation, and views of managers are not considered during engagements such as unit and team meetings.”

Participant Eight: “Low staff morale. There is a lack of fair opportunities for employees to move to the next higher position, which leads to stagnation and frustrations of a manager.”

Participant Nine: “Lack of proper planning, including budget, are also some of the disadvantages impacting on the development within the municipality.”

4.5 Common themes identified

The researcher identified common themes from the interviews conducted with participants in this study. The researcher found patterns among participants and linked similarities in the raw data from each interview. The results are based on the interview patterns and were used to identify common themes from the data collected.

Figure 4.7 illustrates the common themes identified from the data collected.

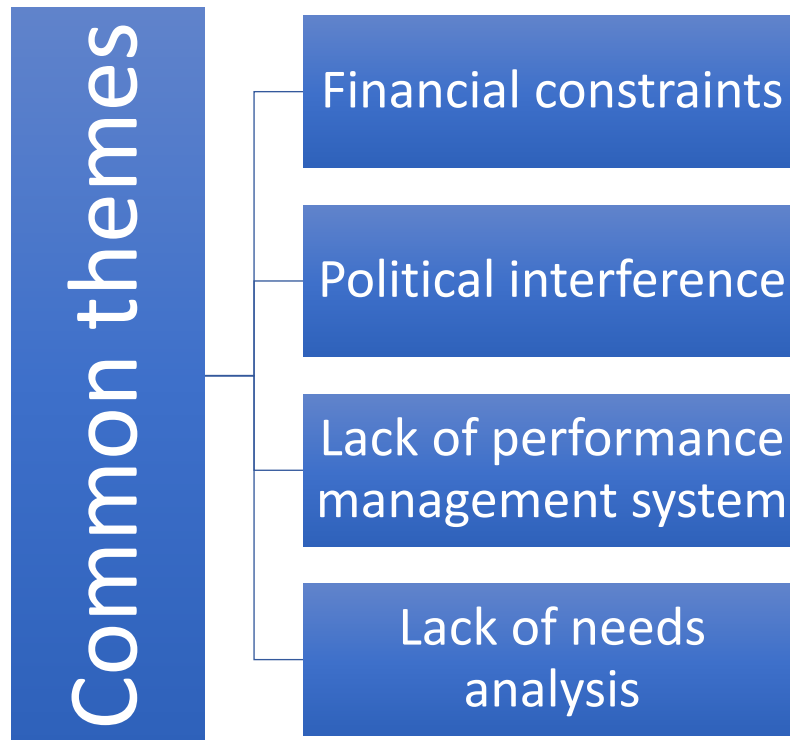


Figure 4.7: Common themes identified in the study

- **Theme 1: Financial constraints**

Based on interviews conducted with participants, financial constraints in the municipality were identified as a common theme that impacts the implementation of managers' development, as there is no proper budgeting and allocation of funds for development programmes.

- **Theme 2: Political interference**

Participants reported political interference in the administration function of the municipality as a common theme that obstructs the implementation and monitoring of development strategies in the organisation.

- **Theme 3: Lack of performance management system**

Participants indicated that the managers' development is ineffective because the performance management system is only applied to heads of department of the

municipality and not any other employee, discouraging managers from improving their skills and performance.

- **Theme 4: Lack of needs analysis**

Participants highlighted that management should perform a needs analysis to identify gaps, weaknesses, and shortages of managers. Needs analysis should be used to determine appropriate developmental activities to address the identified gaps, weaknesses, and shortages of skills. The needs analysis should be monitored and updated regularly to ensure effective manager development in the municipality.

4.6 Summary of findings

The data analysed revealed that the development strategies are ineffective in the municipality as they are not adequately communicated and piloted, and only a few managers have attended development programmes since being appointed as a manager. The performance management system only applies to department heads and not any other employee in the metropolitan municipality. There are different methods of development programmes that managers are willing to participate in. Political influence, leadership instability, nepotism, and financial constraints were reported as factors that discourage the development of managers in the municipality.

The fact that the municipality is placed under the administration has a negative impact on the existence and the sustainability of the municipality that leads to and affects the following:

- development of managers,
- unstable leadership,
- adequate budgeting,
- a financial crisis within the municipality, and
- service delivery to the community.

The municipality should improve its internal control measures, effectively collect revenue to reduce its financial crisis, and adhere to all the rules, regulations, policies, and procedures to function independently.

4.7 Conclusion

In this chapter, data was analysed, and the study's findings were presented, including the participants' biographical information. The research was conducted using interviews with open-ended questions to enable respondents to reveal their views about managers' development in the metro municipality. The main challenges and interpretations from respondents by managers were outlined. The last chapter will provide conclusions and recommendations of this study.

Chapter 5 CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In the previous chapter, the researcher analysed the participants' responses. This chapter presents a summary of the study, focusing on the research question, problem, and objectives. This chapter also summarises the findings, recommendations, and conclusions based on the data analysed in Chapter 4. The researcher explored the effectiveness of managers' development in the municipality to assess the effects and consequences of the lack of effective managers' development in the metropolitan municipality. Resultantly, this chapter includes a summary of the research study, recommendations to improve and ensure adequate manager development in the municipality, and conclusions of the study.

5.2 Summary of the research study

The main focus of the research study was to assess the effectiveness of the manager's development, which directly impacts the achievement of the strategic objectives of the municipality and effectively delivering essential services (including water, sanitation, waste removal, and proper road infrastructure) to communities and subsequently leads to unrest and strikes by community members for not rendering critical services.

This study's research data collection methodology was qualitative, and interviews were used to collect participant data. Interviews were conducted with twelve managers employed at the municipality using prepared, structured interview questions.

The critical research questions that the study attempted to answer were the following:

- What are the benefits of managers' development?
- What are the available development strategies for a metro municipality?
- How effective is development in a metro municipality?
- What are the challenges relating to development at a metro municipality?

The secondary objectives of the study were:

- To investigate the benefits of manager's development;
- To discuss the applicable developmental strategies at a metro municipality;
- To assess the effectiveness of manager's development at a metro municipality;
- To assess challenges relating to the development of managers in the municipality.

5.3 Addressing the research problem

The study's research problem is that managers' weakened performance to meet the municipality's strategic objectives (because of the lack of effective manager development) will negatively impact the service delivery to communities, leading to unrest and protests by communities.

Results indicate that managers are not developed in the municipality. Ten out of twelve managers have not attended any development training since they were appointed as a manager in the municipality. The development strategies are not fully communicated to managers as they are unaware of such strategies and subsequently remain stagnant in one position until retirement. Only two managers have attended development programmes since being appointed as a manager in the municipality. The majority of managers have not been effectively developed to improve their skills and expertise in the municipality. It was also noted that managers should be made aware of the development strategies and programmes and that financial constraints and leadership instability impact the managers' development in the municipality.

Based on the data collected, it is evident that managers' development could be more effective in the municipality to ensure that managers are competent and regularly improve their skills and knowledge to ensure effective basic service delivery to the community.

5.4 Addressing the research questions

The four critical research questions the study attempted to answer are discussed next.

5.4.1 What are the benefits of managers' development?

Benefits of manager development include increased job satisfaction, increased skills and knowledge, more engaged employees, high staff morale, and increased innovation and creativity. Responsibilities and tasks could be performed more efficiently and effectively by managers. Challenges can be solved using innovation, problem-solving, and practical leadership skills.

Career development focuses on preparing individuals for the choices and changes encountered in life. It can positively contribute to the upliftment and development of the rural community and, ultimately, the country's economic development. Career development ensures that employees of an organisation embrace the challenge with enthusiasm, capitalise on new opportunities, and assist the organisation in reaching its strategic objectives (Broadhurst, 2012).

5.4.2 What are the available development strategies for a metro municipality?

Regarding the available development strategies for a metro municipality, the study findings revealed that development strategies in the municipality could be more effective as they are not effectively communicated and piloted. They need to be formally structured and scheduled for development training and programmes. Lack of effective communication of available strategies can hinder the effectiveness of the development of managers in the municipality.

There are no processes to motivate and influence employees to move from one position to the next higher position in the municipality, leading to stagnation in staying in one position until an employee retires.

5.4.3 How effective is development in a metro municipality?

The current study showed that development is ineffective in the municipality due to the lack of a performance management system. Managers should be encouraged to improve their weaknesses, underperformance, and strengths. They should be

monitored and evaluated regularly as only heads of department's performance are assessed, monitored, and evaluated as per their performance contracts.

5.4.4 What are the challenges relating to development at a metro municipality?

According to the study, it is evident that there are challenges affecting the development of managers in the municipality, which include:

- Political influence in the administration function of the municipality;
- Financial constraints and not having the available budget for development;
- Nepotism and favouritism;
- Leadership instability.

5.5 Addressing the secondary objectives of the study

The secondary objectives of the study were as follows:

• Objective one: To investigate the benefits of a manager's development

All the respondents highlighted that managers' development benefits the managers (employees) and the municipality (employer), as tasks and activities will be completed efficiently and effectively by a highly influenced, competent, and motivated manager. Identified employee weaknesses can be monitored, improved, and reduced through effective and available development mechanisms. The municipality will benefit as employees will be more engaged and more productive, and the community (customers) will also benefit as they will receive adequate services consistently and regularly.

• Objective two: To discuss the applicable developmental strategies at a metro municipality

The findings of this objective revealed that no effective development strategies exist in the municipality because no performance management system is in place to monitor, review, and improve manager's performance. Needs analysis is not performed to identify and address the identified gaps and weaknesses of managers to

ensure that skills and knowledge are improved, leading to stagnation in one position until retirement.

• Objective three: To assess the effectiveness of the manager's development at a metro municipality

The findings of this objective revealed that manager development is ineffective in the metro municipality as most managers have not been part of a development programme since being appointed as a manager in the municipality. There is no formal communication of development programmes, and managers do not have knowledge of any available developmental strategies in the municipality. They are not encouraged to improve and upskill their knowledge, and their performance needs to be evaluated and monitored.

• Objective four: To assess challenges relating to the development of managers in the municipality

The following were factors that appeared to be significant challenges relating to development within the municipality and, when resolved, could contribute to greater effectiveness of the manager's development:

- Political influence in the administration function of the municipality on the implementation of approved policies and procedures;
- Financial constraints and not having the available and allocated budget for development;
- Nepotism and favouritism (unfair and inconsistent employment processes); and
- Leadership instability as the acting management positions regularly rotate, and the municipality is under the administration of the National Treasury.

5.6 The main findings

The section presents the main findings of the study. The researcher identified several main findings based on the study's objectives.

5.6.1 There is no effective development of managers in the municipality

The study's findings from the interviews revealed that most respondents had not attended any manager's development programme since they were appointed managers in the municipality. Managers are willing to attend any manager's development programme they are informed about to improve their skills and knowledge. The municipality does not have formally structured and scheduled training and development programmes for managers.

5.6.2 Financial constraints in the municipality

The study's findings revealed that the municipality is under full national administration in line with Section 139(7) of the South African Constitution due to being unable to meet its financial commitments. The national cabinet team was appointed to assist the municipality in becoming financially viable to deliver on its service delivery mandate. This negatively affects the budgeting and allocation of funds for development purposes within the municipality.

5.6.3 Political influence in the administration function of the municipality

The findings also revealed that the administration function of the municipality cannot be fully implemented with consistent political influence in the municipality's operations. Political influence weakens the municipal staff's performance. It reduces staff morale, as the municipal council significantly impacts the implementation of the approved policies and procedures and the operations of the municipality.

5.6.4 Lack of performance management system in place for managers

The performance management system only applies to heads of departments of the municipality; therefore, managers' performance is not monitored and evaluated regularly. Managers are consequently not encouraged and influenced to improve their

weaknesses and upskill their knowledge to perform their best, subsequently remaining stagnant in the same position until they resign or retire.

5.6.5 Lack of needs analysis

There is a lack of needs analysis and assessment of managers' gaps and weaknesses to determine adequate developmental activities to address managers' identified challenges and shortages to perform their tasks and responsibilities effectively and efficiently. Participants have indicated different development methods they are willing to participate in to improve their skills and knowledge.

5.7 Recommendations of the study

From the results of this study, the following recommendations are proposed for the effective development of managers in the municipality. These recommendations are based on the research objectives and the study's main findings. They can be used to ensure that managers are effectively developed in the metropolitan municipality.

5.7.1 Awareness of available development programmes

It is proposed that the Human Resource Development directorate of the municipality embarks on an awareness programme to inform managers about the available development programmes to enhance personal development and upskilling of employees. The findings revealed that most managers (83%) had not attended any development training since being appointed as a manager in the municipality. Management should also develop and identify mechanisms to stimulate and influence development at the manager level to enhance performance and ensure effective service delivery for the communities.

The researcher also found that respondents are willing to participate in development programmes offered by the municipality, as 70% indicated that they prefer training methods that can be provided formally, informally, online, and or face-to-face regularly.

The Human Resource Development directorate is regulated to provide mandated training and development in the municipality, playing a pivotal role in understanding the skill levels of managers and their scope of responsibilities and tasks. Thus, it would be beneficial to incorporate personalised professional development training plans that not only meet regulatory guidance but aim to create and implement a professional development plan that will enhance the skills of managers. Such plans must be work-related and compatible and should assess managers' current skill level, tailoring instructional courses to meet their individual needs.

5.7.2 Development and implementation of the performance management system

Concerning challenges faced by the municipality for the proper implementation of effective development, the findings revealed that no performance management systems for managers exist as only heads of department's performance are monitored and reviewed in the municipality.

The municipality should develop and implement a performance management system for managers. The performance management assessment should be done twice a year, preferably in June and December. The performance management appraisals could be done through monetary rewards that will influence and encourage managers to regularly develop and improve their skills and knowledge and reach the municipality's strategic objectives.

5.7.3 Needs analysis

Management should perform a needs analysis based on the assessment of managers to identify gaps, deficiencies, weaknesses, and strengths. The needs analysis should be used to determine performance gaps, evaluate competencies, identify needs and

problems, and prioritise the development and training needs of managers in the municipality. Participants indicated that they prefer different types of development methods. Those preferred methods should be evaluated and implemented to improve the development needs of managers. Development programmes should be formally structured, scheduled, and effectively implemented and communicated to employees.

Programmes should also be evaluated, updated, and monitored regularly to ensure that practical development objectives are met.

5.7.4 Proper budgeting and monitoring of funds for manager development

Management should ensure that policies and procedures are adequately adhered to and that allocated and budgeted funds are monitored and only used for the intended purposes of development within the municipality. Managers' development-related expenses should be supported with sufficient and appropriate evidence. Payments and transactions of development funds should be reviewed and approved by a delegated official. Monitoring of the development funds should be performed consistently by management to ensure compliance and avoid unauthorised, irregular, fruitless, and wasteful expenditures.

5.7.5 Reduce and eliminate political influence in the administration function of the municipality

The municipality is dominated by political favours and interference, making providing services evenly and adequately implementing approved policies and procedures challenging. The administration function of the municipality should be free of political influence as services in the municipality should be equally rendered and not furnished to those who are politically connected, as this could lead to community unrest and protests and disgruntled, disengaged, and underperforming employees.

Employees with political agendas, influence, and motives should be monitored regularly and disciplined as per the Code of Conduct and implement consequence management for their actions. The municipal council should not only be seen as an

oversight committee but should also act as an oversight committee of the administration function of the municipality.

5.8 Limitations of the study

Only managers of the metropolitan municipality were the subject of this study, which may have limited the applicability of results if all the employees in the municipality had been examined; the researcher only concentrated on the managers. A further limitation is the possibility of biased sampling due to the small sample size and predetermined participants due to the permission received to collect data at the metropolitan municipality where the researcher is employed. Because all the participants knew the researcher, this professional relationship could have impacted their responses. The research study reached data saturation, and no additional managers were interviewed. Research on this topic in other areas of South Africa might reveal different findings.

5.9 Further study

The research study revealed several limitations, rendering an additional investigation beneficial. For example:

- a) For findings to be applicable, a research study that concentrates on all the positions in the municipality would be beneficial.
- b) The findings from a study with a bigger sample size and a different type of municipality will also be favourable.

5.10. Conclusions

It can be concluded that managers' development is ineffective in the municipality. The development of managers is essential in the current digital transformation era; therefore, managers must be relevant, innovative, and skilled.

For crucial services to be effectively delivered to the communities, managers should be strategic thinkers, problem solvers, upskilled, have appropriate knowledge, and be continuously creative. Being agile is no longer optional. It is essential for professional and long-term organisational success and sustainability. Management is, therefore, required to invest in developing managers who are among the crucial assets of the municipality.

Managers should be effectively developed to be able to manage sub-ordinates, resolve conflicts, become agile and innovative, remain relevant with up-to-date methods, skills, and knowledge to ensure that the municipality is sustainable and assist management in reaching strategic objectives of the municipality effectively and efficiently and consequently increase the economic growth and well-being of South African citizens.

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