

*Human resource service quality in the North West Department Local
Government and Traditional Affairs: Mmabatho, South Africa*

by

GABONEWE VIVIAN THWANE

Student Number: 17006821

Mini-dissertation submitted in partial fulfilment of the requirements for the degree Master's in Business
Administration at the NORTH-WEST UNIVERSITY (MAHIKENG CAMPUS)

Supervisor: Dr G N Molefe

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DECLARATION

I, **GABONEWE VIVIAN THWANE**, hereby declare that the research in the mini-dissertation which is being submitted in partial fulfilment of the requirements for the degree Master's in Business Administration (at the North-West University (Mahikeng Campus)) is my own work in design, execution and all the materials contained in it. It has not been submitted by me for any degree at this or any other university.

Signature.......... Date..19 APR 2017

ABSTRACT

Importance of the study

The study aims to help both employees and the management of the Department of Local Government and Traditional Affairs to understand the quality of services offered by the Directorate of Human Resource Management. The study will also aim to instil and sustain a service quality culture in public service and ensure that activities of human resource directorate are performed well. The study was undertaken to determine the quality of service provided by Human Resource Service in the Department of Local Government and Traditional Affairs.

Findings

Taking into account the chapter four results and the objective of the study, it shows that the quality of service offered by the Department of Human Resources within the Ministry of Local Government and Traditional Affairs is fairly adequate although there are still room for improvement. It was revealed that 74% costs of participants were employees at the lower levels, as only 2% of the senior managers participated.

Key recommendations

Several recommendations and suggestions were made in order to improve the operational and satisfaction of other employees within the department. Findings reveal that quality of service does effect the customer satisfaction up to some certain level as both concepts are distinct and the relationship found between them is casual. To improve performance system, department should focus more on introducing employee oriented policies by establishing a service culture followed by a strong strategy in place and by removing gaps between management and employees.

ACKNOWLEDGEMENTS

To God the Almighty, the entire honour, as He gave me wisdom, power, motivation and courage to complete this study. He is the pillar of my life.

It is my greatest pleasure and gratitude to acknowledge Doctor G.N Molefe for his guidance, knowledge and advice given by him.

Most of all I express my gratitude to my very best friend Mr Gift Kekana for the encouragement, guidance and the support I have received from him. God bless him forever, as he is my motivator.

Lastly my family for understanding - because most of the time I was not available when they needed me.

Thanks to the head of the Department of Local Government and Traditional Affairs for allowing me to do the research in the department.

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CHAPTER ONE: BACKGROUND AND REVIEW

1.1 Introduction

Service quality is taken as a determination of competitiveness in any organisation or any business. The study was performed in the Department of Local Government and Traditional Affairs. The focus of the study is to investigate service quality of the Human Resource Directorate in the Department or Ministry. The study will help the department to differentiate itself from other departments based on its performance at the end of the year. A high quality of service is considered an important purpose of the long-term profitability not only of service organisations, but also of rebuilding an organisation. In a profit-making business service quality is considered a more important consideration than product quality – means to improve profits (Parasuraman, Zeithaml & Berry, 2013).

Service quality affects the purchase intentions of existing and new customers (Brady & Cronin, 2010). Market research has shown that customers who are not satisfied with a service will share their bad experiences with more than three other people and that will make the sales go down, since those other people would not be interested in purchasing from that business (Brady & Cronin, 2010). It is reasonable to conclude that poor service will reduce the potential customer base. Negative word of mouth can be a very powerful tool for breaking down the effectiveness of the business' efforts to attract customers; it will be very easy for other colleagues to communicate to others concerning any problems that may arise in the organisation. In addition, customers' service expectations will constantly rise, while their tolerance for poor service will go down (Brady & Cronin, 2010).

It is clear that the delivery of a service often involves some form of contact between a customer and a service provider. Therefore the behaviour of the business influences the consumer's view of quality; therefore it is difficult to ensure consistency and uniformity of people's behaviour. But the accuracy of information and the ability of the service provider to interpret this information correctly have a significant influence on the consumer's perceptions of service quality. Despite the increasing importance of the service sector and

of the significance of quality as a competitive advantage, service quality concepts are not well developed in the department. The layout of the study comprises a background of the study from relevant articles, the problem statement, research objectives, research questions, the literature overview, and the importance of the study (Boo Ho Voon, 2006).

1.2 Background and context

Quality has come to be recognised as a strategic tool for attaining efficiency and improved business performance. This is regarded as being good for both the goods and services sectors. However, the problem with management service quality in service firms is that quality cannot easily be identified and measured due to the characteristics of services which make them different from goods (Jain & Gupta, 2004). Various definitions of the term *service quality* have been proposed in the past and, based on different definitions; different scales for measuring service quality have been proposed. SERVQUAL and SERVPERF are two major service quality measurement scales (Jain & Gupta, 2004).

A measurement enables managers to track levels of customer satisfaction and subsequently reward personnel based on performance, along with providing diagnostics for remedial action (Lehmann & Winer, 2002). The SERVQUAL survey measures customer perceptions of quality in the public or private sector service. Customers rank services and identify the kind of service an excellent company would provide (Sullivan & Estes, 2007).

The benefit of SERVQUAL is that it is an accepted procedure for assessing process variability. It is a standardised approach for gathering information about customers' perceptions of service quality. As such it provides a base, or a means, to get started in assessing customer perceptions of quality. It aims to improve service quality along some dimensions which are physical or could deal with reliability. The instrument is useful for gap analysis, and it can be administered in a variety of ways to examine each of these gaps (Foster, 2007).

To retain customers over the long term, organisations must turn them into partners and seek their inputs rather than waiting for and reacting to feedback provided after a problem has occurred (Goetsch & Davis, 2006).

Therefore; SERVQUAL will be used to measure the service quality of the Human Resource Management in the Department of Local Government and Traditional Affairs in Mafikeng. The study is limited to the investigation of the issues and challenges facing the quality of services provided by human resource employees in the department, and factors that can improve the quality of service will be looked into.

1.3 Problem statement

The Department of Local Government and Traditional Affairs is faced at the moment with the challenge of establishing the quality of service offered by the Department of Human Resources within the ministry of Local Government and Traditional Affairs is acceptable or not. Therefore, the purpose of this research is to examine the usefulness of the SERVQUAL instrument in assessing the employees' perceptions regarding quality of service offered by the Human Resources Directorate within the Department of Local Government and Traditional Affairs in Mmabatho (Head Office).

In essence, the relevance of the SERVQUAL scale will be a major consideration for assessing the Directorate within the Ministry under the study. The SERVQUAL scale will be subject to considerable reliability and validity assessment.

1.4 Research objectives

The objectives of this research are:

- 1.4.1 To establish how the Human Resource procedures, policies and operational processes are applied within the Department of Local Government and Traditional Affairs and the employees' understanding and perceptions of the application of these processes, procedures and policies within the Department.
- 1.4.2 To examine the usefulness and relevance of the SERVQUAL instrument in assessing the employees' perceptions of service quality in the Directorate of Human Resources of the Ministry of Local Government and Traditional Affairs.

1.4.3 To determine the reliability of the SERVQUAL tool in assessing quality of service offered by the Directorate of Human Resources of the Ministry of Local Government and Traditional Affairs.

1.4.4 To identify issues and challenges facing the quality of services provided by the human resource directorate, and factors that can improve the quality of service rendered by the said Directorate.

1.5 Research questions

The study was guided by the following research questions:-

1.5.1 How are the Human Resource procedures, policies and operational processes applied within the

Department of Local Government and Traditional Affairs and what are the employees' and perceptions of the application of these processes, procedures and policies within the Department?

1.5.2 What are the usefulness and relevance of the SERVQUAL instrument in assessing employees' perceptions of service quality in the Directorate of Human Resources of the Ministry of Local Government and Traditional Affairs?

1.5.3 To what extent is the SERVQUAL tool reliable in assessing quality of service offered by the Directorate of Human Resources of the Ministry of Local Government and Traditional Affairs?

1.5.4 What are the issues and challenges facing the quality of services provided by the human resource directorate, and factors that can improve the quality of service rendered by the said Directorate?

1.6 Importance/significance of the study

The study aims to help both employees and the management of the Department of Local Government and Traditional Affairs to understand the quality of the services offered by the Directorate of Human Resource Management. The study will also aim to instil and sustain a service quality culture in the public service and ensure that activities of human resource

directorates are performed well. Furthermore, it will enlighten the human resource management department about the level of satisfaction experienced by its customers.

1.7 Chapter outline

Chapters in this study will follow the following sequence:

Chapter 1: Introduction and Background: This chapter provides the introduction and background of the study.

Chapter 2: Literature review: This chapter provides reviews on various literature sources on the subject under study.

Chapter 3: Research design and methodology: This chapter presents a plan on how the study will be handled as well as the tools to be used to collect and analyse data.

Chapter 4: Presentation of research results: This chapter provides an analysis of the results and findings. **Chapter 5: Conclusions and recommendations:** The final chapter contains the extent to which the objectives of the study were achieved as well as recommendations, limitations and areas for further research.

1.8 Summary

Chapter one of the study provides the background and context of the study including the problem statement, research objectives, research questions and the significance of the study. The next chapter will deal with a literature review of the entire research project.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The measurement of customer satisfaction is one of the most important issues concerning business organisations of all types and is supported by the philosophy of customer orientation. Measurement can be said to constitute one of the five major functions of management science including understanding, analysis and improvement. For these reasons, customer satisfaction should be measured and translated into a number of parameters that can be measured. Recently, the importance of customer satisfaction for business organisations has increased. Thus, customer satisfaction measurement is now considered as the most reliable feedback in any public organisation, taking into account that it provides an effective, direct, meaningful and objective way the customers' preferences and expectations. In this way customer satisfaction is a basic building block of performance and a measure of excellence for a business organisation (Grigoroudis & Siskos, 2010).

To reinforce customer orientation on a day-to-day basis, more and more companies choose customer satisfaction as their main performance indicator. It is almost impossible to keep an entire company permanently motivated by a notion as abstract as customer satisfaction. Therefore, customer satisfaction must be translated into a number of parameters that can be measured and directly linked to people's jobs, i.e. a factor that people can understand and influence. The importance of customer satisfaction measurement is also stressed by the fact that the field of Customer Behavioural Analysis has concentrated its interest on post-purchase customer behaviour. More specifically, research is focused on the evaluation of the usefulness of a product or service (Grawe, Chen & Daugherty 2009). In this case we refer to service provided by the Human Resource Management in the Department or Ministry of Local Government and Traditional Affairs; because quality cannot be achieved without making full use of the organisation's Human Resource (HR) function, and the HR function needs a new vision and practices that are focused on internal customer satisfaction. This study will attempt to provide a reliable and objective depiction of the

current status of the HR in the Department, through examination and analysis of the Departmental levels of quality of service delivered.

2.2 Definition of concepts

In order to fully understand service quality, the following concepts are explained.

Satisfaction is the consumer's fulfilment response. It is a judgement that a product or service feature, or the product or service itself, provided an enjoyable level of consumption-related fulfilment, including levels of under or over fulfilment (Sang-Lin & Seung, 2004).

Customer behaviour is the study of individuals, groups, or organisations and the processes they use to select, secure and use products, services, experiences or thought to satisfy needs and the impacts that these processes have on the customer and society (Cant, Brink & Brijball, 2002).

Service quality is a business administration term used to describe achievement in service. It reflects both objective and subjective aspects of service. The accurate measurement of an objective aspect of customer service requires the use of carefully predefined criteria. The measurement of subjective aspects of customer service depends on the compliance with the expected benefit with the perceived result. This in turn depends upon the customer's expectation of the service they might receive and the service provider's talent to present this imagined service. Pre-defined objective criteria may be unattainable in practice, in which case the best possible achievable result becomes the ideal. The objective ideal may still be poor in subjective terms. Service quality can be associated with service potential (for example, workers' qualifications); the service process (for example, the rapidity of service) and service outcomes (customer satisfaction) (Sullivan & Este, 2007).

Knowing the customer means making an effort to understand the customer's individual needs, providing individualized attention, recognizing customers when they enter and so on (Sullivan & Este, 2007).

Tangibles are the actual evidence of the service, for instance, the appearance of the physical environment, tools and equipment used to provide the service; the appearance of

personnel and communication materials and the presence of other customers in the service environment (Vargo & Lusch, 2007).

Reliability is the ability to perform the promised service in a dependable and accurate manner. The service is performed correctly on the first occasion, the accounting is done correctly, records are up to date and timetables are adhered to (Vargo & Lusch, 2007).

Responsiveness refers to the willingness of employees to help customers and to provide a prompt timely service, for example, mailing a transaction slip immediately or setting up appointments quickly (Vargo & Lusch, 2007).

Assurance relates to the knowledge and manners of the employees and their ability to convey trust and confidence in the solutions given.

Empathy means the caring and individualized attention the company provides to its customers.

Service level agreement is a contractual commitment between service provider and a customer that specifies the mutual responsibilities of both parties with respect to service that will be provided and the standard at which this service will be performed (Vargo & Lusch, 2007).

Service means help to others.

Quality relates to grade or degree of excellence of a product or service; level of satisfaction of clients; state of mind (Vargo & Lusch, 2007).

Quality of service relates to help given by the service provider that satisfies the needs of the client (Jiang, 2011).

Evaluation relates to process of knowing whether the needs of the client have been met or the standard set by the office has been reached (Jiang, 2011).

Evaluation technique relates to how to gather the data (Jiang, 2011).

Evaluation tool relates to what to use to record the data (Jiang, 2011).

2.3. The nature of Human Resource Management

According to Cheatle (2001), the largest private and commercial organisations will usually have Human Resource Directorates on its own board either as a stand-alone resource or as part of a broader structure. The director will in turn manage a large and often powerful function dealing with every aspect of people management dealing with all aspects from employing people to dismissing them. In this kind of organisation, human resource management is at the centre of business decision-making, the managing director or chief executive will work closely with the HR director on key business decisions involving him or her at the outset of policy formulation and not only when things go wrong. This is the essence of strategic human resource management, and it will be found in major UK and European companies. Human Resource Management (HRM) provides effective in-house management and management of resources so that they are looked after and developed, most importantly, kept up in the organisation.

Not every organisation, of course, has the resources, the culture or the type of business that would allow HRM to have such an important strategic role. In many organisations a large turnover in staff, the huge numbers they employ, or the homogenous nature of the business mean that very often they need a more regulatory HR function. This is the heart of operational human resource management. In this kind of organisation HRM is not involved with strategy or the policy agenda, but is more concerned about making sure that the organisation's human resources are properly resourced, that they work properly and provide a service that will attempt to satisfy their clients (Cheatle, 2001).

This lack of understanding may be partly due to the traditional focus of HRM on quantifiable outcomes not directly related to service, such as labour turnover, absenteeism, accident rates, productivity, and so on. The lack of focus on service outcomes as a measure of HRM performance to the manufacturing paradigm within which HRM is said to have developed. However, as we discuss below, the HRM literature in general has tended to assume that the linkages between HRM and organisational performance are positive. Interest in measuring the effects of HRM (as opposed to individual HRM practices). This briefly reviews recent developments in HRM theory about the relationship between HRM policies and practices and organisational performance. It argues that a model representing the ideal configuration of HRM policies and practices appropriate to a high quality strategy

will lead to a better understanding of the links between HRM and service quality (Chand, 2010).

It is also true that in a labour-intensive industry, the effective utilization of human resources can give an organization its competitive edge. A service perspective towards a customer-focused HRM (*International journal of service industry management*); found that employee perceptions of HRM practices were strongly related to customers' views of service quality. It is also suggested that hotel contract employees should receive the necessary training in order to deliver high quality service. Previous HRM research has addressed that in service industry, there is a positive relationship between employee perceptions of organizational HR practices and customer ratings of organizational service effectiveness (Haynes & Fryer, 2000).

2.4 Issues concerning service quality

Issues concerning service quality appear in a variety of sources, in particular total quality management (TQM), areas of service marketing, including internal marketing and the study of service quality gaps – the definition of service quality as the gap between customer expectations and perceptions of performance. Within the TQM literature, the soft aspects of TQM have been seen as crucial to the service sector. Work on internal marketing has highlighted its role as a means of developing a service culture and encouraging quality service delivery and from the service quality literature, the study of service quality gaps has also contributed to the debate on the improvement of service quality. The three areas were chosen because it has been acknowledged that there are similarities between TQM and internal marketing and because internal marketing is referred to as the strategies to close Gap 3 – the differences between customer-driven service designs/standards and service delivery – as one of the service quality gaps and it is also maintained that the issues of internal marketing have been seen as vital for closing Gap 3 (Uen, 2008).

A comparative study of these three areas was carried out which revealed those features which have been focused on by all three areas of literature and hence enables those features which are most important in supporting service quality to be identified. These include recruitment and selection; training, teamwork; empowerment; performance

appraisals and reward including measurement and recognition; communication (two-way internal), and the culture of the organisation. Each of the features is considered to be critical for the management of service quality, and all three areas of literature are concerned with the search for service excellence in a wide array of service industries. Hence, they are referred to as the seven corresponding features that could be seen as the most important attributes in the promotion of service quality. It is necessary to review briefly what has been written in the literature about the direct relationships between each of the seven corresponding features and service quality (Uen, 2008).

2.4.1 Recruitment and selection

Recruitment is defined as the process of finding and engaging the people the organisation needs, and selection refers to that part of the recruitment process concerned with deciding which applicants or candidates should be appointed to jobs. The number and categories of people required may be set out in formal human resource or workforce plans from which are derived detailed recruitment plans and more typically requirements are expressed by way of ad hoc requirements because of the creation of new posts, expansion into new activities or areas, or the need for replacements. These short-term demands may put HR under pressure to deliver candidates quickly. Requirements are expressed in the form of job descriptions or role profiles and person specifications which provide the information required to draft advertisements, post vacancies on the internet, brief agencies or recruitment consultants, and assess candidates by means of interviews and selection tests. It is important to analyse recruitment strengths and weaknesses because it will cover matters such as the national or local reputation of the organisation, pay, employee benefits and working conditions, the intrinsic interest of the job, security of employment, opportunities for education and training, career prospects, and the location of the office or plant. The analysis can show where the organisation needs to improve as an employer if it is to attract more or better candidates and to retain those selected (Armstrong, 2009).

2.4.2 Training and development

Training involves the application of formal processes to impart knowledge and help people to attain the skills necessary for them to perform their jobs properly. Development is concerned with ensuring that an individual's abilities and potential are grown and fulfilled through the provision of learning experiences or through self-directed (self-managed) learning. It is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which a higher-level skills, knowledge and competencies are required (Armstrong, 2009).

2.4.3 Teamwork

Teamwork is often seen in the academic literature as a way of supporting willingness to deliver service quality (Thomas, 2008). The effectiveness of a work group depends on how well the group uses its resources to fulfil its task. However, not all organisational tasks have clearly defined right or even best answers of effective teamwork. The long-term effectiveness of a work group might not be assessed accurately by considering only how it is performing at a single point in time. As Thomas (2008) indicates, work groups function well in an organisation and this is supported by the following.

(a)The output of the group must meet the quantity, quality, and timelines standards of the organisation.

(b)The process employed by the group should enhance the ability of the group members to work together.

(c)The group experience should contribute to the growth and personal wellbeing of the group members.

2.4.4 Empowerment

Empowerment of front-line staff could be fundamental to achieving and improving the level of service quality. However, empowerment of front-line staff has both positive and negative results. Moreover, since different degrees of empowerment are applicable to different services, it is possible to achieve a high level of service quality from a medium degree of empowerment. Therefore, the association between service quality and empowerment may not be simply. It is, however, not necessarily that when there is higher

the empowerment, the levels of service quality will also be high (Pallavi & Kulkarni, 2013).

2.4.5 Performance management and reward (including measurement and recognition)

2.4.5.1. Reward

Marchington & Wilkinson, (2005) argued that management does not have direct control over quality during the production of the service or over service employees' behaviour and therefore, performance appraisals and reward, which give the right directions to the workforce, become more critical in the service sector.

2.4.5.2. Performance management

Performance assessment processes can be used as a means of distributing rewards - either by performance-related pay schemes, or through promotions. Most performance management systems are broadly similar, in that they each connect strategy and planning with employee socialisation, monitoring and review of progress, reinforcing performance standards and supporting individuals to achieve better performance expectations. It is important to ensure that performance systems reviews are done to identify training needs of employees, to evaluate individual performance, to acknowledge good performance, to ensure that managers and staff communicate, to help to make reward decisions, to identify and deal with poor performance, to increase productivity and to measure the standard of people management (Marchington & Wilkinson, 2005).

2.4.6 Communication

Communication is regarded as highly important in supporting service quality. Communication allows managers to communicate their strategy throughout the organisation, and to link it to departmental and individual goals (Louw & Venter, 2010).

To balance scorecard users generally engage in three activities, namely communicating and educating, setting goals, and linking rewards to performance management, for the HR in the department of Local Government and Traditional Affairs (LGTA). For HR in the department to provide quality services to its customers it is essential that they

communicate with other employees about human resource issues. The management team can use a broad-based communication programme to share their concerns with all employees, as well as the critical objectives they have to meet if they want to implement any matter concerning their service. To accommodate this, the scorecard contains three levels of information.

(a) The first level describes the objectives, measures, and target of the organisation.

(b) The second level allows organisational targets to be translated into targets for each business unit.

(c) The third level converts business units and organisational objectives to individual and team objectives that set targets for each measure and allow up to five performance measures per objective (Louw & Venter, 2010)

2.4.7 Culture of the organisation

A strong culture which enhances customer/service orientation and an understanding of service quality is identified as crucial for the successful management of quality. It has been argued that organisational culture or a service-oriented culture has a strong impact on employees' behaviour/service delivery (Ehlers, 2007). "Organisational culture" is referred as one of the key issues in service provided by human resources of any organization (Ehlers, 2007). In general, in organisational studies there are some matters that constitute classical and widely debated issues. The different perspectives, the ability/inability to measure the organisational culture, and the ability/inability to manage the organisational culture (Handy, in Analoui, 2007) suggested that one way of exploring organisational cultures is to classify them into types:-

(a) **Role cultures:** are highly formalised, bound by regulations and paperwork, and authority and hierarchy dominate relations.

(b) **Task cultures:** are the opposite, they preserve a strong sense of the basic mission of the organisation and teamwork is the basis on which jobs are designed.

(c) **Power cultures:** have a single power source, which may be an individual or a corporate group. Control reward is a major source of power.

(d) **Personal culture:** is a system that will depend on the managers' skills and capacities.

2.5 What service quality entails

The importance of SERVQUAL as a service quality measurement instrument in that it offers managers a systematic approach to measuring and managing service quality. It emphasizes the importance of understanding customer expectations and of developing procedures that link up company processes to customer expectations (Buttle, 2009).

2.5.1 Hindrances in attaining Service Quality Improvements

As suggested by Dixon-Wood, McNicol, & Martin (2012), the obstacles to service quality improvements are identified and discussed below.

(a) **Lack of visibility:** Service quality problems are not always visible to the provider. The Technical Assistance Research Project (TARP) estimated that at any given time 25 per cent of customers are dissatisfied enough with a service to stop repurchasing, yet only four per cent complain to the organization. This puts a greater responsibility on the service provider to be proactive in the identification of quality problems.

(b) **Difficulties in assigning specific responsibility:** The consumer's overall view of service quality is influenced by his or her experiences at different levels of service delivery. However, it is hard to assign quality problems to a particular stage of service delivery.

(c) **Time required for improving service quality:** Service quality problems often require major efforts over a long period of time to resolve. This is because service quality is more dependent on people than systems and procedures. Attitudes and beliefs take longer to change than procedures. It is difficult for managers to keep their attention focused on the problem and remove the real causes of the quality problems.

(d) **Delivery uncertainty:** Control of service delivery and quality is made more difficult by the individual and unpredictable nature of people. The people element envelops both customers and concerned staff of the service

2.5.2 The attainment of service quality

Dixon-Wood, McNicol, & Martin (2012), suggested further that service quality requires:

(a) **Market and customer focus:** “Service quality” problems are more likely to occur in organizations that are not focused on identifying and acting on the customer’s needs and expectations. A quality organization will put itself in the “customer’s shoes” and build its policies from the customer’s point of view.

(b) **Empowering of frontline staff:** “Service quality” can be improved by giving staff the freedom to make important decisions regarding customers’ needs. It is generally recognized that passing those decisions which affect customer care to the frontline staff pays off. For example, it is said that American Express uses the freedom given to its frontline staff to differentiate its service from that of other credit card providers.

(c) **Well-trained and motivated staff:** Frontline staffs who are not properly trained for their job will find it difficult to perform their tasks efficiently. This will be seen by the consumer and is likely to cause negative quality perceptions. It is also important to ensure that frontline staffs are effectively supported and well-motivated. Motivated staff requires the provision of an appropriate and clear career path and opportunities; remuneration and recognition system; a measurement system; and appraisal procedures.

(d) **A clear service quality vision:** One result of the interactive nature of service is the need for a clear vision of quality. In the absence of a clear vision and definition employees are likely to have their own interpretation of service quality. Lack of a common vision will definitely increase the variation experienced by the customer within and without each level of the service delivery. Inconsistency and variability of treatment are likely to have a negative impact on the view of quality.

2.6 Measurement of service quality

Over the past two decades, the research related to perceived service quality has grown considerably. An important contribution to that research stream is the 22-item SERVQUAL scale. This scale measures service quality by the degree of discrepancy between customers' normative expectations of the service and their perceptions of the providers' actual performance. Five dimensions are outlined as the main qualities of service

quality across a variety of services. These dimensions include tangibles, reliability, responsiveness, assurance, and empathy. Subsequent empirical works have applied the SERVQUAL instrument to measure service quality in a variety of business settings (Gounaris, 2005).

Although the SERVQUAL (service quality) instrument is employed enthusiastically, it has received heavy criticism from both theoretical and practical perspectives. The issues questioned include the use of gap scores, the overlap among five dimensions, poor predictive and convergent validity, the ambiguous definition of the expectation construct, and unstable dimensionality that occur by discarding the expectation portion in the SERVQUAL model. Cronin and Taylor in Gilbert (2010) justify their performance-only instrument in place of the gap measurement approach. In addition, they provide empirical evidence that the SERVPERF instrument outperforms the SERVQUAL scale across four industries, which are fast food, dry cleaning, banks and pest control. Performance-only means are used and suggested by many researchers in various industries (Gilbert in Grigoroudis & Siskos, 2010).

According to Grigoroudis and Siskos (2010), the SERVQUAL Model is the most widely adopted approach in the area of service quality measurement. The model is considered as an expansion of the ideal point approach. The principles of this model are based on the assumption that satisfaction is related to the size and direction of lack of confirmation of a person's experience vis-à-vis his or her expectations. In fact, the model identifies five potential gaps in the service delivery process.-

(a)**Gap 1** occurs between customers' expectations and management's perceptions about these expectations. To conduct primary research into customers' services quality expectations, one has to learn from front-line customer contact staff, flatten the hierarchical structure and include expectations data in customer records.

(b)**Gap 2** occurs between management's perceptions of customers' expectations and service quality specifications and they try to commit to the development of service standards wherever possible, assess the feasibility of meeting customer expectations, develop a standard documentation process, and automate processes where possible and

desirable, outsource activities where one lacks the competencies and develop service quality goals.

(c)**Gap 3** occurs between service quality specifications and service delivery and they invest in people recruitment, training and retention, in technology, redesign of workflow, encouragement of self-organised teams, improved internal communication, writing of clear job specifications and rewarding of service excellence, briefing advertising agencies on customer service expectations, training employees not to overpromise, encouraging customers to assess the service experience, excelling at service recovery and encouraging customers and managing customer complaints.

(d)**Gap 4** occurs between service delivery and external communications to customers about service delivery.

(e)**Gap 5** occurs between customers' expectations and their perceptions of service quality.

There is growing evidence that investment in service quality improvements pays off in enhanced customer satisfaction and customer retention, although like in other investments there does appear to be a point at which diminishing returns set in.

According to Bennet, Jooste and Strydom (2006), the most critical steps in delivering service quality are determining exactly what customers need, because when an organisation does not know exactly what that customer wants, it cannot possibly hope to supply it. Service must be designed for customers' needs and their willingness to pay, and any strategy that aims to improve service quality levels must therefore start with a very good understanding of customer expectations.

Figure 2.1 diagrammatically illustrates elements of the SERVQUAL MODEL.

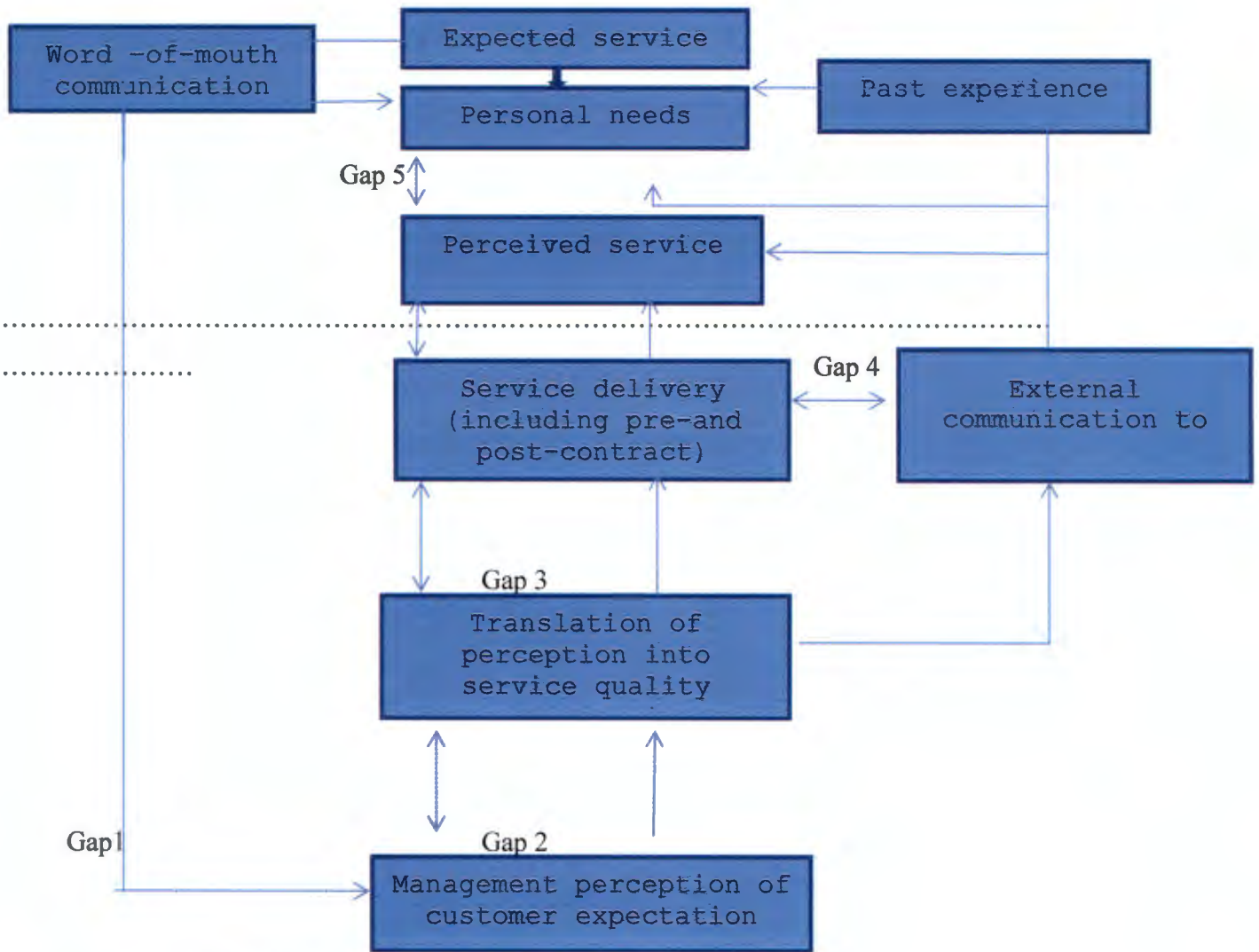


Figure 2.1: SERVQUAL MODEL (Bennet, Jooste & Strydom, 2006)

Jain (in Gupta, 2004) identified five key dimensions that can be applied to all the gaps – and as suppliers and consumers of products and services, these characteristics may be familiar:

- **Tangibles** - The appearance of physical facilities, equipment, personnel and communication materials
- **Reliability** - The ability to perform the promised service dependably and accurately
- **Responsiveness** - the willingness to help customers and provide a prompt service

- **Assurance** - The knowledge and courtesy of the employees and their ability to convey trust and confidence in the solutions being provided
- **Empathy** - The caring, individualized attention the company provides its customers

In addition to the research, Cronin and Taylor (2010), compared weighted and un-weighted versions of the SERVQUAL and SERVPERF instruments by conducting a survey of customers in India. They found that the SERVPERF scale was more effective in explaining the service quality constructs and variations in service quality scores within the restaurant industry

Several previous studies suggested that modification of SERVPERF is essential for use in different service industries. This served as a motivation to investigate other influential components of service quality within the public service or in an industry, specifically, the investigation by Andaleeb and Conway on 60 customer reviews cited on www.my3cents.com. From those reviews, they fathored that most of the customers experiencing bad service were complaining about the poor solutions of their negative experiences rather than the service itself.

2.6.1 Interrelationship among service quality, customer satisfaction and behavioural intention

The relationship among service quality, customer satisfaction and behavioural intentions has received considerable attention in the marketing literature. Within this research area, numerous empirical studies have reported the positive relationship between customer satisfaction and behavioural intentions (Olorunniwo & Hsu, 2006).

2.6.2 Customer satisfaction directly and positively influences behavioural intentions.

An on-going debate in the marketing literature relates to the direction of the quality/satisfaction causal relationship – whether customer satisfaction is an antecedent or consequence of service quality. One group of researchers refers to service quality as a global evaluation of a particular service setting and consistent with this theory service quality is the consequence of satisfaction over time. The European and American customer satisfaction index models, however, suggest that service quality is a component of

satisfaction that service quality evaluation of a product or a service encounter leads to an emotive satisfaction assessment that in turn drives behavioural intentions (Andaleeb & Conway, 2006).

Although there is no consensus in the literature on the causal order of these two ideas, the consensus opinion is that service quality perceptions lead to customer satisfaction. Building upon these findings, was that service quality precedes customer satisfaction.

2.6.3 Service-level Agreement

A service-level agreement needs to be set up in the early specification phase for a planned service, and the service provider needs to ensure in time that the SLA is acceptable. High-level formal modelling is helpful here because it allows one to present precise questions about a formal model of the service to be provided and to answer those using efficient, proven analytical tools. The difficulty in the early specification phase is to know whether we can match the quantitative constraints of customers' requests against the efficiency or performance of the implementation of a service (Buttle, 2009).

In the early specification phase in model-driven software development there is no measurement data which can be used to describe high-level quantitative models (since the implementation has not yet been built), leading to uncertainty about the values of the rate constants to be used in the computation of the passage-time quantiles needed to answer the questions about satisfaction of constraints (Buttle, 2009).

2.7 Way forward

According to Cant, Strydom, Jooste and Du Plessis (2009), there are benefits of having service quality management in any organisation. These benefits are to:

- a) Enhance the value proposition
- b) Improve customer loyalty
- c) Increase customer satisfaction
- d) Have a positive impact on the profit making institution and
- e) Employees will feel more satisfied and become more loyal

Having the above benefits in place can improve the quality of service provided by the Human Resource Management in the Department. The human resource department must ensure that they have measures for problems, for example, Gap 1, since it occurs because of inadequate upward communication, they must convert complaints into opportunities by ensuring that there are teamwork and assurance as indicated before. Closing Gap 2, they must have commitment to service excellence, set service goals and standardisation. In

terms of Gap 3, they must clarify job models and job descriptions, implement creative reward systems and measure employees' performance without being biased. Gap 4 can be closed by an improved uniform and consistent message of service quality and develop communications that reflect customer expectation. Gap 5 considers the five dimensions of service quality, i.e. tangibles, reliability, responsiveness, assurance and empathy.

2.8 Summary

In this chapter a few concepts that describe service quality were explained for example **Satisfaction**; is defined as the customer's fulfilment response, **Service Quality** as a business administration term used to describe achievement in service, etc. The nature of human resource management whereby; aspect of employing and people management is managed, issues of service quality, recruitment and selection, teamwork, training and development of employees, what service quality entails, and measurement of service quality in which the 5 Gaps were discussed. The five gaps mostly explain the performance of the relevant section in the department. The next chapter will deal with the research design and methodology.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The researcher has undertaken this study to investigate the service quality of Human Resource Management in the Department of Local Government and Traditional Affairs (Mafikeng - North West Province). This chapter outlines the method used in this study. It also entails a description of data-collection tools used by the researcher to obtain the information from the subjects in the sample.

3.2 Research design

Welman, Kruger and Mitchell (2005:52) refer to research design as the plan according to which we obtain research participants (subjects) and collect information from them. In it the researcher describes what he/she is going to do with the participants, with a view to reaching conclusions about the research problem. The following must be specified:

- (a) The number of groups that should be used.
- (b) Whether these groups are to be drawn randomly from the populations involved and whether they should be assigned randomly to groups.
- (c) What exactly should be done with them in the case of experimental research?

Cooper and Schindler (2006) further explain research design as the plan to be used for achieving objectives and responding to questions. The many combinations arising from the tools may be used to construct alternative perspectives on the same problem. By creating a design using diverse methodologies, researchers are able to achieve more insight than if they followed the most frequent method encountered in the literature.

3.3 Research method

The data needed in this study require being a detailed description or storied description of the prevailing situation in the department, and only quantitative method can provide such

information. According to Welman, Kruger and Mitchell (2005) quantitative research methods do not involve the investigation of processes but emphasise the measurement and analysis of causal relationships between variables within a value-free context. The purpose of quantitative research is to evaluate objective data consisting of numbers. As a result of dealing with numbers, quantitative researchers use a process of analysis that is based on complex structured methods to confirm or disprove hypotheses. The other purpose is not to deal directly with everyday life but rather with an abstraction of reality. The method quantitative was used in order to complete the study. Research methods can be divided into those used in quantitative descriptive research, and those in qualitative explanatory research (Kolb, 2008).

3.4 Overview of possible research methods

3.4.1 Quantitative

A quantitative analysis may involve a number of levels according to how the data were collected, the type of data, the amount of data and sampling methods, if any. In addition, the selection of appropriate and effective qualitative tools will also be determined by:-

- (a) The degree of accuracy, or more specifically, the extent of validity and reliability required,
- (b) The time and resources available,
- (c) The needs of client,

Together, this wide range of factors affecting the choice of appropriate and effective techniques of quantitative analysis partly explains the fact that there are actually dozens of different techniques of quantitative analysis. The different levels suggested are discussed below.

The simplest level of quantitative analysis, descriptive statistics, is limited to, at most, the analysis of frequencies, average and ranges. On this level the type of data collected will affect what analysis can be performed. For example, if the data is nominal or ordinal, descriptive statistics will relate to proportions, percentages and ratios whereas for interval or ratio data, mean, median and mode can be analysed (Lancaster, 2005).

With simple interrelationships and levels of quantitative analysis the variables are linked and therefore establish causality. At this level the interrelationships between only two variables are being assessed. For the purposes of this study the researcher will consider descriptive statistics as well as some inferential statistics.

In quantitative studies, investigators use research questions and hypotheses to shape and specifically focus the purpose of the study. The researcher seeks to answer the research questions and statements using this method. Quantitative methods are used frequently in social science research and especially in survey studies. Hypotheses, on the other hand, are predictions the researcher makes about the relationship among variables. They are numerical estimates of population values based on data collected from samples. Testing of hypotheses employs statistical procedures in which the investigator draws inferences about the population from a study sample. Hypotheses typically are used in experiments in which investigators compare groups. Advisers often recommend their use in a formal research project, such as a dissertation or thesis, as a means of stating the direction a study will take. Objectives, on the other hand, indicate the goals or objectives for a study. They are not used frequently in social science research. As such, the focus in this study will be on research questions and hypotheses (Creswell, 2006).

3.4.2 Qualitative method

Qualitative research is based on qualitative data and tends to follow the explanatory mode of scientific investigation. It uses analytical categories to describe and explain social phenomena. These categories may be derived inductively - that is, obtained gradually from the data - or used deductively, either at the beginning or part way through the analysis as a way of approaching the data (Johnson & Christensen, 2008).

Furthermore, the method involves a phenomenological perspective whereby researchers aim to understand report and evaluate the meaning of events for people in particular situations, that is, how their social world is structured by the participants in it. The focus of qualitative methodologies is the way in which participants (rather than the researcher) interpret their experiences and construct reality. Some examples are unstructured interviews, focus groups, open-ended questionnaires and participant observation (Johnson & Christensen, 2008).

In Annexure A, the strengths and weaknesses of best practice quantitative and qualitative approaches are summarised.

3.5 Justification of the method chosen

The method chosen for this study is quantitative. Quantitative research is more about the collection, analysis and interpretation of data by observing figures and numerical patterns. Quantitative research has a quick turnaround; is fairly cheap in comparison to other survey methods, and the researcher can have analysed data within a week; hence the reason to choose it as a preferred method for this study (Roshan, 2009).

3.6 Population

The organization under study is the Department of Local Government and Traditional Affairs in Mafikeng (North West Province). The department has the following chief directorates: Human Resource Management and Finance, Developmental Local government, Traditional Affairs, and Development and Planning. Each chief directorate has its own staff. They include, Chief Director, director, Deputy Director, Assistant Director, Senior Admin Clerk and Admin Clerk. In Finance, the admin staffs are a Senior State Accountant and State Accountant. There are about 928 employees, of which the majority are women, but they still do not match the number of men in top management. For effective and efficient service delivery, all employees' performances need to be monitored and developed, and good performance needs to be acknowledged.

3.7 Sampling technique adopted

Sampling is a relatively small part of a population, which tell us about the whole population. It does not always select people to be questioned, as sometimes situations or locations are sampled. In this regard, a probability random sampling technique is adapted. A detailed explanation is in chapter four.

3.8 Sampling size

In relation to the study, simple random sample of 275, that is 0.289% of the population size as indicated in Annexure B. Where. N = the population size (950) and S = the sample size (274/5) as highlighted in the said Annexure.

3.9 Research instrument

A questionnaire was employed in the study as the primary tool for collecting data. *Questionnaire* is defined as the most common instrument for data collection in research (Senna, 2005). The reliability and validity of the scales are explained in chapter four of the study, and the 5-point Likert scale. There are advantages and disadvantages for using a questionnaire in research (see Annexure C in this regard). A questionnaire is attached in Annexure D, comprising sections **A, B, and C**.

Section A deals with biography

Section B deals with procedures in human resource management and

Section C deals with human resource policies.

The Questionnaire was administered to the three categories of staff, namely management, middle management and administrative staff.

3.10 Measures to ensure reliability and validity of the data collected

According to Babbie, Mouton, Vorster and Prozesky (2006), there is always a possibility of error in the construction of questionnaire, irrespective of how careful the researcher would have been in constructing it. Pre-testing a questionnaire therefore ensures the protection of a questionnaire against errors, which may impact on the reliability and validity of the questionnaire. The current questionnaire was face-validated after conducting a trial run with sixteen non-related respondents. Furthermore, the Cronbach's Alpha coefficients were used to assess the scale reliability.

The questionnaire was personally distributed to the respondents and was collected.

3.11 Data analysis

The data collected were sorted, coded and analysed using SPSS. The frequency counts and mean deviation and the relevant statistical tools were used in the analysis of data. Questionnaires were personally distributed and a clear, detailed description of data analysis will be conducted in the following chapter.

3.12 Ethical considerations

Ethics are the principles and guidelines that help to uphold things that have value. Whenever ethical issues are discussed, it is typical for individuals to differ about what does and what does not constitute ethical behaviour. There are three basic approaches, namely the Deontological approach (this is an approach that says ethical issues must be judged on the basis of some universal code); Ethical Scepticism (an approach that says concrete and inviolate moral codes cannot be formulated) and thirdly, Utilitarianism (which maintains that judgements regarding the ethics of particular research study depend on consequences of that study for both the individual research participant and the larger benefit that may arise from the results of the study)(Johnson, 2008).

Care was taken with the most important ethical consideration when working with human subjects, namely to ensure that respondents' rights were protected and informed consent utilised. The study did not threaten the psychological or physical comfort of the respondents. Questions were confined to issues around human resource management; all respondents were briefed about the reasons for the study. Reporting on the data received from respondents in the investigation, data were collected in a complete and honest manner, without misrepresenting any data or misleading anyone as to the true nature of the findings.

3.13 Summary

The research design and research methodology, the research tools, sampling, and data collection were discussed and defined in this chapter. The guideline for developing research questionnaires was explained; the advantages and the disadvantages of research questionnaires, data analysis, as well as the ethical consideration were dealt with. These factors have been identified for the purpose of research. Although the focus of this study has been more on quantitative research than on qualitative research, one approach is not superior to the other; each has its advantages and disadvantages that separate one from the other. The next chapter will deal with the research results.

CHAPTER 4. RESEARCH RESULTS

4.1 Introduction

The chapter contains an analysis of collected data through a questionnaire. The data are analysed by means of SPSS statistical software.

4.2 Response rate

A total of 275 questionnaires were distributed by the researcher to respondents at the Department of Local Government and Traditional Affairs. The researcher received only 210 questionnaires back from the respondents and the reason for non-collection of 65 questionnaires was that most of the respondents did not have time to complete the questionnaires; the other reason is that others were not in office when questionnaires were collected - especially management. The response rate was thus 76%.

4.3 Demographic data

The section as shown in Table 4.1 reflects the representation of respondents in terms of the gender, age group, work experience, position in the organisation and the qualification.

Table 4.1. Demographics

Statistics

		Gender	Age group	Work experience	Position held	Qualification
N	Valid	209	209	208	208	208
	Missing	1	1	2	2	2

Table 4.1 above shows that respondents answered most of the questions except that one (1) chose not to reveal his/her gender and age and two (2) did not indicate the work experience, position and their qualification.

4.3.1 Gender

Figure 4.1 shows the gender distribution of the respondents

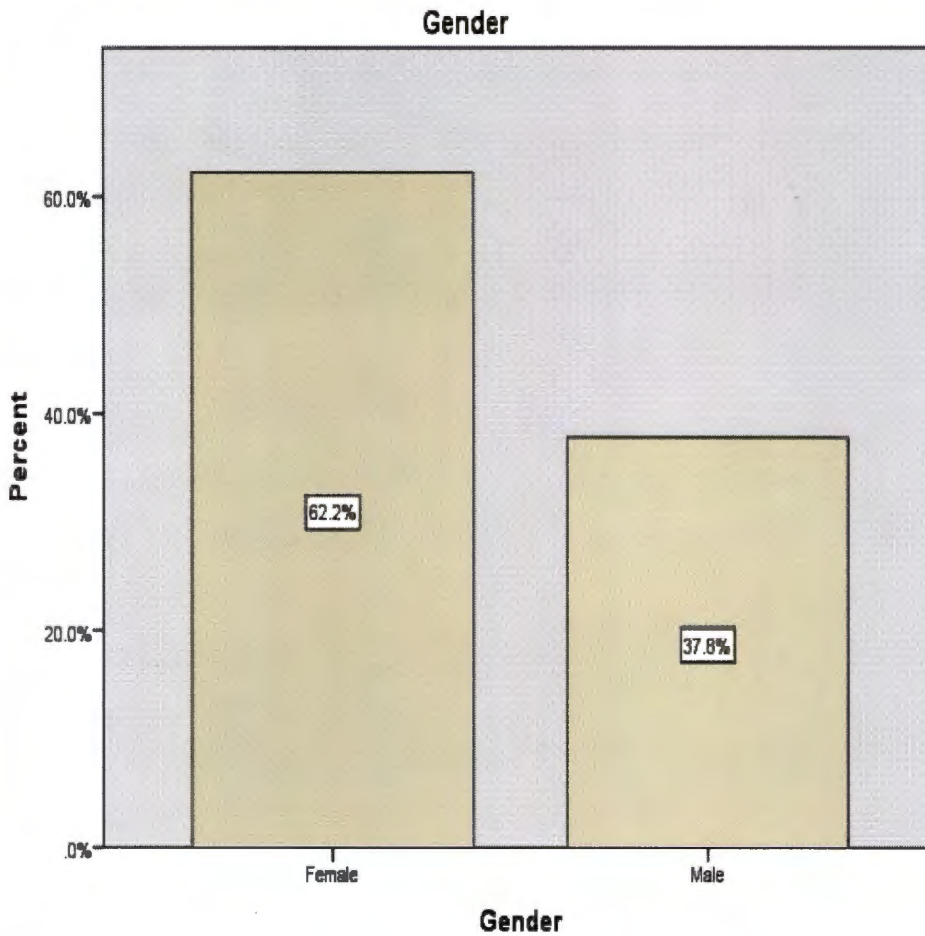


Figure 4.1. Gender

The above graph shows that the majority of respondents (62%) were Female as compared to 38% Male.

4.3.2 Age

Figure 4.2 reflects the average age groups and the age group profile of the respondents

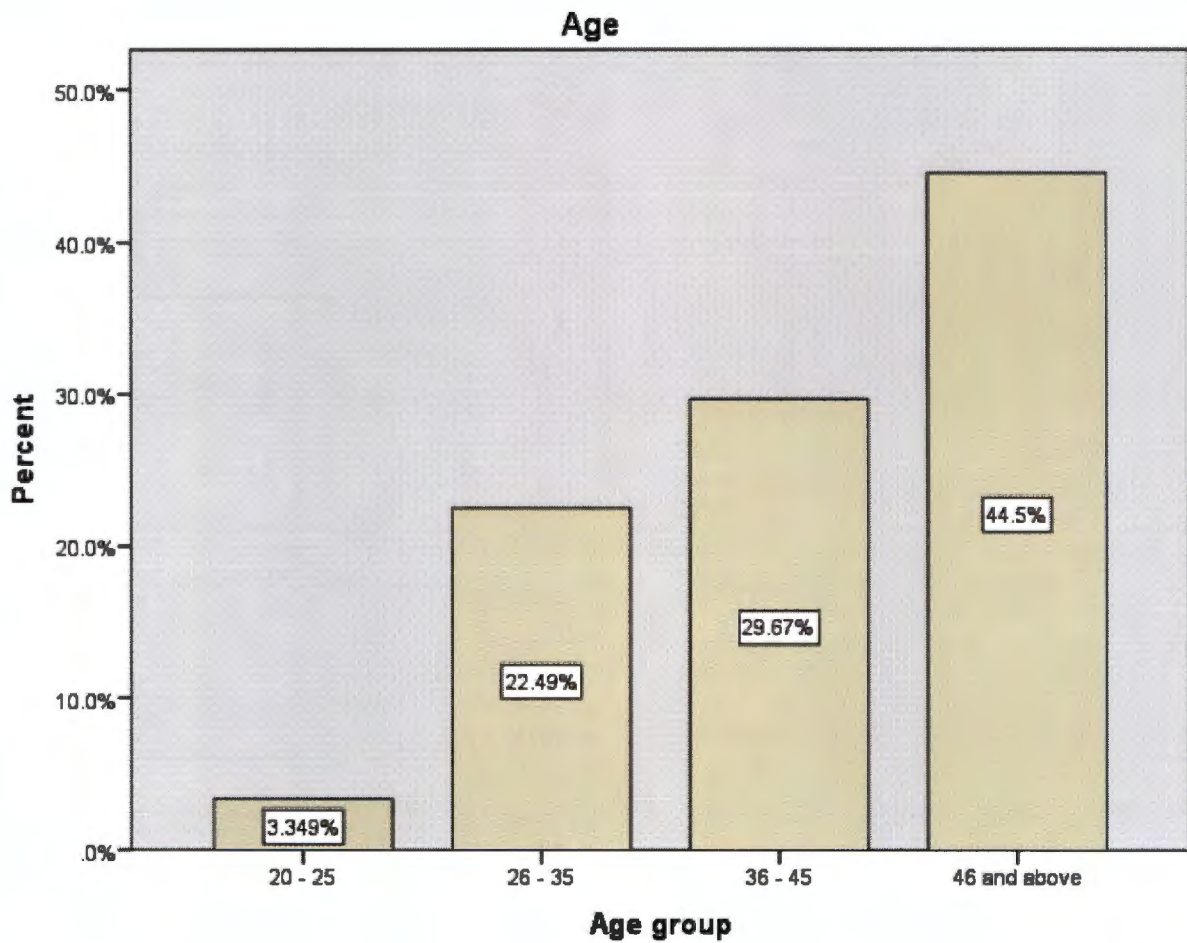


Figure 4.2. Age Group

Figure 4.2 above shows that the majority of respondents (44%) were of the age 46 years and above followed by the age group of 36-45 years with 30%. The age group 26-35 years was represented by 22% with 3.349% representing the age group of 20- 25 years.

4.3.3 Work Experience

Figure 4.3 reflects the work experience of the respondents.

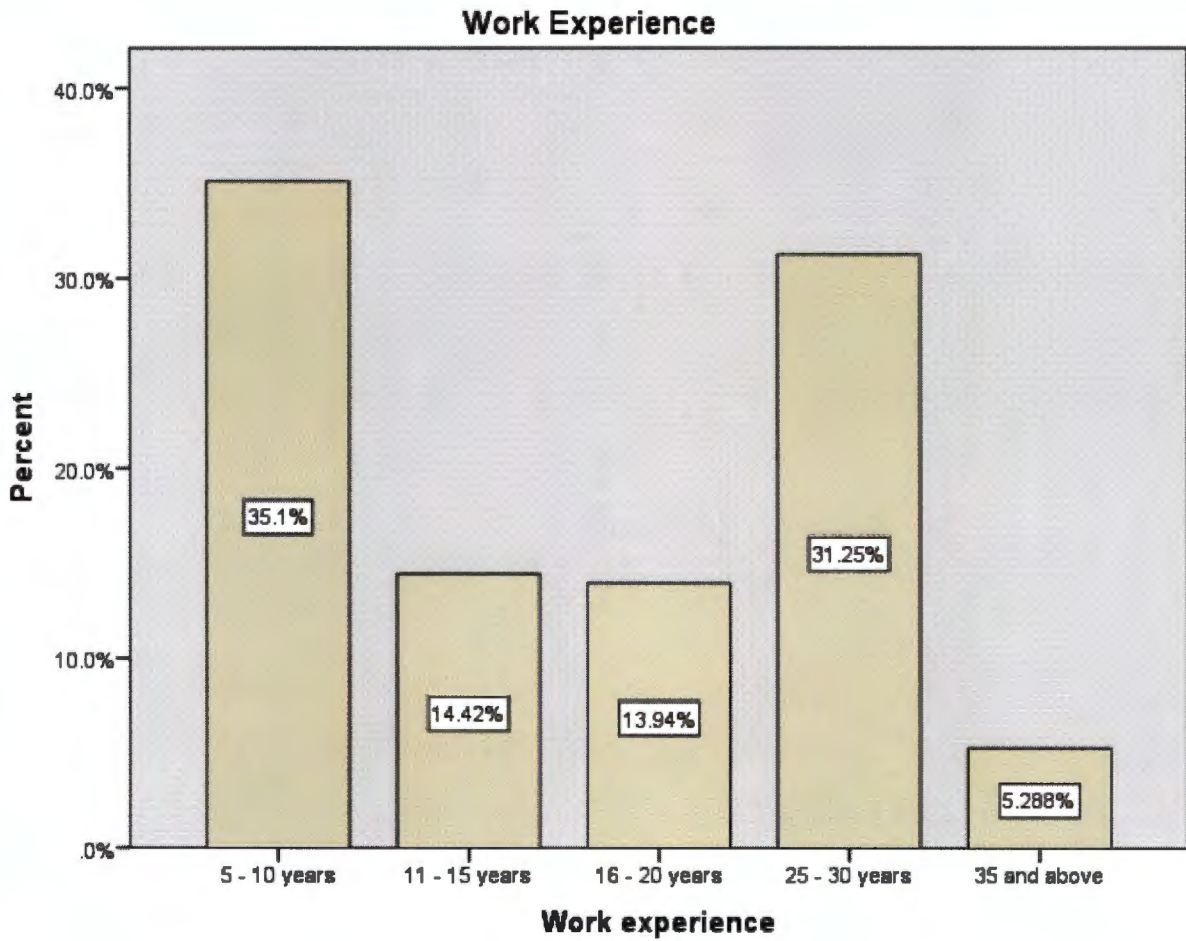


Figure 4.3 Work Experience

The above graph indicates that majority of respondents (35%) have 5 – 10 years’ work experience followed by the employees with 25 -30 years’ experience. 11-15 had 14%, 15-20 were 13.945. The lowest represented respondents were the employees with experience of 35 years and above.

4.3.5. Position held

Figure 4.3 reflects how many employees are in management, middle management and those in operational

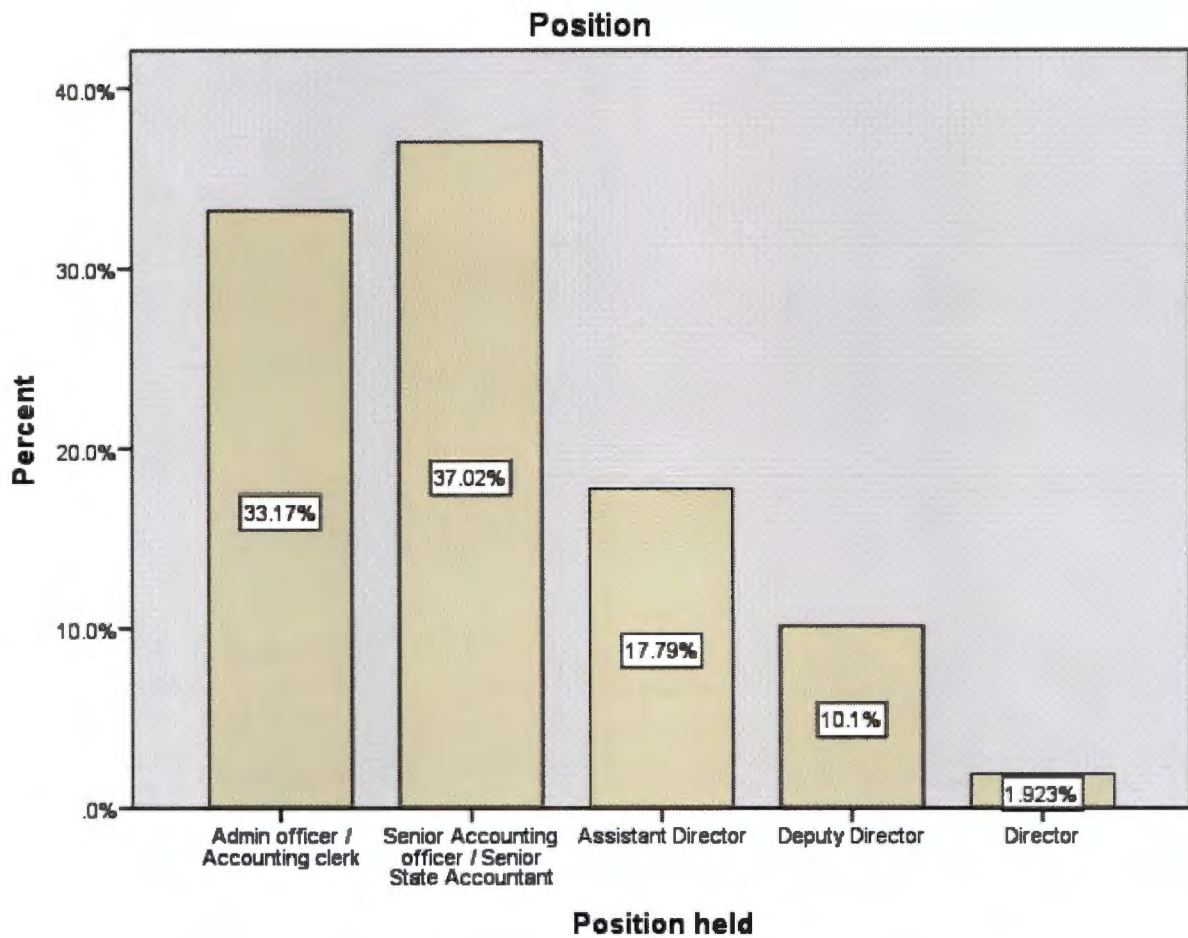


Figure 4.4 Position held

Figure 4.4 indicates that 37% of the respondents were made up of Senior Accounting Officers/Senior State Accountant followed by the Admin Officer/Accounting Clerk level with 33%. The Assistant Director Position is represented by 18% of the respondents and followed by Deputy-Director Level at 10%. The lowest represented is the Director level at 2%.

4.3.6 Qualifications

Figure 4.5 .the highest qualifications of the participants that constitute the management staff.

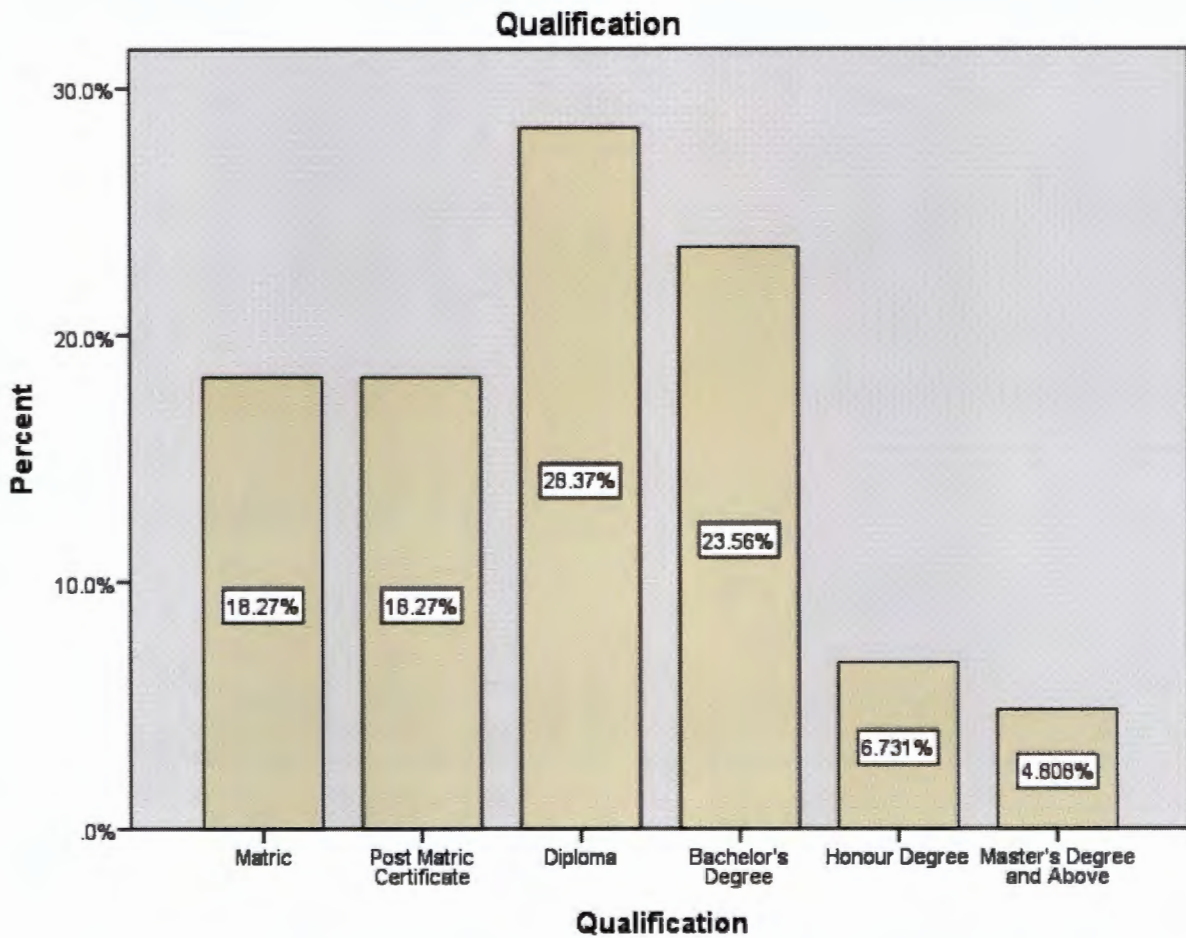


Figure 4.5: Qualification

In terms of qualifications, the majority of respondents (28%) had Diplomas followed by those with Bachelor’s Degrees with 23%. At 18% each was the respondents with Matric (Grade 12) and Post-Matric Certificate qualifications respectively. The lowest represented were the Honour’s Degrees with 7% and Master’s Degrees at 5%.

4.4 Questionnaire Response Analysis

This section deals with the analysis of the questionnaire items without the use of the SERVQUAL tool

.

Table: 4.2- QUESTION: I received a large amount of information about my job before being employed during the recruitment process

The purpose of the above question is to determine whether employees were well informed about activities they were going to perform.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly Agree	13	6.2	6.3	6.3
	Agree	42	20.0	20.2	26.4
	Neutral	87	41.4	41.8	68.3
	Disagree	44	21.0	21.2	89.4
	Strongly disagree	22	10.5	10.6	100.0
	Total	208	99.0	100.0	
Missing	System	2	1.0		
Total		210	100.0		

The frequency table shows that the majority of respondents 41.8% were neutral in terms of the fact that information about the job was given during recruitment process. 26.50% agreed that the information was shared while 31.8% did not agree. The Mean is 3 indicating a neutral opinion towards information shared with new recruits when hired.

Table 4.3: Stats about the question

		I received a large amount of information about my job before being employed during the recruitment process
N	Valid	208
	Missing	2
Mean		3.0962
Median		3.0000
Std. Deviation		1.04043
Minimum		1.00
Maximum		5.00

In table 4.2, 41.8% of the respondents were neutral regarding the question. Furthermore, on the Five-point Likert scale as also shown by the descriptive statistic in Table 4.3, a mean value of 3 indicates a neutral opinion of the respondents. This therefore indicates that that most of the participants did not align themselves with the question. Standard deviation in this regard indicates how far or close the dataset is from the mean. The mean and standard deviation above are also shown in Table 4.3 above.

Table 4.4 – QUESTION: All of the information I received at the interviews about my job before employed was relevant

The purpose of the question was to establish whether an employee had been given relevant information about the job.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	12	5.7	5.8	5.8
	Agree	66	31.4	31.9	37.7
	Neutral	82	39.0	39.6	77.3
	Disagree	33	15.7	15.9	93.2
	Strongly disagree	14	6.7	6.8	100.0
	Total	207	98.6	100.0	
Missing	System	3	1.4		
Total		210	100.0		

39.6% respondents were still neutral as far as the information is concerned during the interviews, but 37.70% agreed that the information they received during interview process was relevant while 22.70% disagreed. With a mean of 2.9 this indicates a positive perception about information sharing by employer to new recruit during interviews. The standard deviation is closer to zero (0.9) indicating less variation from the views of the respondents in relation to the mean.

Table 4.5: Stats about the question

		All of the information I received at the interviews about my job before employed was relevant
N	Valid	207
	Missing	3
Mean		2.8599
Median		3.0000
Std. Deviation		.98271
Minimum		1.00
Maximum		5.00

On the Five-point Likert scale a mean value of 2 indicates that the opinion was towards the meaning that they disagreed or strongly disagreed with the question, while a median value of 3 or less indicates that the opinion was neutral, they did not want to be aligned with the opinion. The standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations above were discussed in detail under the frequency table relevant to each question.

Table: 4.6 - QUESTION: I was told about all positive and negative aspects of the job

The purpose of the question is about telling an employee about the negative and positive aspects of the job he/she going to perform.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	5	2.4	2.4	2.4
	Agree	28	13.3	13.5	15.9
	Neutral	56	26.7	27.1	43.0
	Disagree	93	44.3	44.9	87.9
	Strongly disagree	25	11.9	12.1	100.0
	Total	207	98.6	100.0	
Missing	System	3	1.4		
Total		210	100.0		

A total of 57% respondents said that they disagreed that they were never told of the positive or negative aspects of their jobs; 15.9% however, agreed that they were told of what positive or negative aspects of their job to expect. 27,1% were neutral. The mean of the above variable is equal 3.5 indicating that respondents have a negative opinion towards being told of aspects of the job, negative or positive. The Standard deviation is 0.9 showing that there is less variation in opinions.

Table 4.7: Statistics about the question.

		I was told about all positive and negative aspects of the job
N	Valid	207
	Missing	3
Mean		3.5072
Median		4.0000
Std. Deviation		.95465
Minimum		1.00
Maximum		5.00

On the Five-point Likert scale a mean value of 3 indicates a neutral opinion while a median value of 4 indicates that the opinion was towards the left, they either strongly agreed or agreed with the opinion. The standard deviation indicates how far or close is the data set from the mean. The mean and standard deviation above were discussed in details under the frequency table relevant to each question.

Table: 4.8 - QUESTION: All the information I received at the recruitment process about the job is accurate

The purpose of the question is to determine whether the information received during recruitment was accurate

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	10	4.8	4.8	4.8
	Agree	48	22.9	23.2	28.0
	Neutral	96	45.7	46.4	74.4
	Disagree	41	19.5	19.8	94.2
	Strongly disagree	12	5.7	5.8	100.0
	Total	207	98.6	100.0	
Missing	System	3	1.4		
Total		210	100.0		

As evident in the previous questions that relates to information sharing to new recruits, 46,4% were neutral while a small number of 28% agreed that they did in fact receive some accurate information during recruitment process. 25.60% disagreed. The mean is 2.9 showing slightly that respondents believed information received during recruitment was accurate with 0.9 Standard deviation showing less variation.

Table 4.9: Statistics about the question

		All the information I received at the recruitment process about the job is accurate
N	Valid	207
	Missing	3
Mean		2.9855
Median		3.0000
Std. Deviation		.92683
Minimum		1.00
Maximum		5.00

On the Five-point Likert scale a mean value of 2 indicates that the opinion was towards the right, thus participants chose to strongly disagree or disagree with the opinion median value of 3 which indicates a neutral opinion. Standard deviation indicates how far or close the dataset is from the mean.

The mean and standard deviations above were discussed in detail under the frequency table relevant to each question.

Table: 4.10 - QUESTION: I have clear targets for each of my objectives:

The purpose of the question is to determine the understanding of the organisational objective by individuals.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	12	5.7	5.9	5.9
	Agree	117	55.7	57.1	62.9
	Neutral	53	25.2	25.9	88.8
	Disagree	13	6.2	6.3	95.1
	Strongly disagree	10	4.8	4.9	100.0
	Total	205	97.6	100.0	
Missing	System	5	2.4		
Total		210	100.0		

The majority of respondents (63%) agreed that they had clear targets for each objective to be achieved but 11,2% disagreed. 25.9% decided to be neutral. The mean of the above variable is 2.4 with 0.8 Standard deviation, which indicates that respondents believe they have clear targets for each objective.

Table 4.11: Statistics about the question

		I have clear targets for each of my objectives
N	Valid	205
	Missing	5
Mean		2.4732
Median		2.0000
Std. Deviation		.88866
Minimum		1.00
Maximum		5.00

On the Five-point Likert scale both the mean and the median have the value of 2, which indicates that the participants either strongly disagree or disagree with the opinion towards the right. The standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations are discussed in details above under the frequency table relevant to each question.

Table:4.12 QUESTION : I know how my job impacts on the mission of our company

The purpose of the question is to determine how the job impacts on the mission of the company.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	33	15.7	16.0	16.0
	Agree	140	66.7	68.0	84.0
	Neutral	20	9.5	9.7	93.7
	Disagree	3	1.4	1.5	95.1
	Strongly disagree	10	4.8	4.9	100.0
	Total	206	98.1	100.0	
Missing	System	4	1.9		
Total		210	100.0		

The majority of the respondents (84%) understand how their jobs impact on the mission of the organisation while only 7% had no idea how their jobs impact on the mission and 9.7% were neutral. A mean of 2.1 and standard deviation of 0.8 positively indicated that on average the respondents believed they understood how their jobs impacted on the mission of the organisation.

Table 4.13: Statistics about the question

		I know how my job impacts on the mission of our company
N	Valid	206
	Missing	4
Mean		2.1117
Median		2.0000
Std. Deviation		.86231
Minimum		1.00
Maximum		5.00

As indicated already, on the Five-point Likert scale both mean and median had values of 2 indicating that the opinion was towards the right. The value of 2 represents strongly disagrees or disagrees with the Standard deviation indicating how far or close the dataset is from the mean. The mean and standard deviations are discussed in detail above under the frequency table relevant to each question.

Table: 4.14 -QUESTION: I know very well what is expected from me on the job

The purpose of the question was to determine whether individuals knew what was expected of them in doing their job.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	46	21.9	22.3	22.3
	Agree	141	67.1	68.4	90.8
	Neutral	10	4.8	4.9	95.6
	Disagree	2	1.0	1.0	96.6
	Strongly disagree	7	3.3	3.4	100.0
	Total	206	98.1	100.0	
Missing	System	4	1.9		
Total		210	100.0		

It is evident that the majority of respondents (90.7%) understand their roles in the organisation and what is expected of them. 4.4% disagreed and 4.9% were neutral. The mean of the above variable is 1.9 with standard deviation of 0.7 indicating that respondents believed they knew what was expected of them and the variation is small.

Table 4.15: Statistics about the question

		I know very well what is expected from me on the job
N	Valid	206
	Missing	4
Mean		1.9466
Median		2.0000
Std. Deviation		.78527
Minimum		1.00
Maximum		5.00

As indicated already, on the Five-point Likert scale a mean value of 1 indicates that participants strongly disagree with the opinion, while a median value of 2 indicates that

they disagreed with the opinion. The Standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations above are discussed in details under the frequency table relevant to each question.

Table: 4.16 - QUESTION: Management has given me a clear job description

The purpose of the question is to determine whether management provided clear job descriptions to employees.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	29	13.8	13.9	13.9
	Agree	132	62.9	63.5	77.4
	Neutral	23	11.0	11.1	88.5
	Disagree	12	5.7	5.8	94.2
	Strongly disagree	12	5.7	5.8	100.0
	Total	208	99.0	100.0	
Missing	System	2	1.0		
Total		210	100.0		

The majority (77.4%) of respondents did receive clear job descriptions from management, but 11.6% disagree with that and says the management has not given them clear job descriptions. 11.1% were neutral. The mean of the above variable is 2.2 with standard deviation of 0.9 indicating that respondents believed they had received clear job descriptions and the variation is small.

Table: 4.17: Statistics

		Management has given me a clear job description
N	Valid	208
	Missing	2
Mean		2.2596
Median		2.0000
Std. Deviation		.96804
Minimum		1.00
Maximum		5.00

As indicated already, on the Five-point Likert scale both the mean and median disagreed with the opinion. This indicates that the opinion was towards the right. The standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations above are discussed in detail under the frequency table relevant to each question.

Table: 4.18- QUESTION: Duties which I perform actually match with duties indicated in the job description

The purpose of the question determine if the job description match the duties performed by individuals.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	18	8.6	8.7	8.7
	Agree	86	41.0	41.3	50.0
	Neutral	42	20.0	20.2	70.2
	Disagree	50	23.8	24.0	94.2
	Strongly disagree	12	5.7	5.8	100.0
	Total	208	99.0	100.0	
Missing	System	2	1.0		
Total		210	100.0		

While the majority said that they received clear job descriptions, only 50% agreed that those job descriptions matched with the work they performed. 20.2% were neutral while 29.8% disagreed saying the job descriptions did not match the work they performed. The

mean of the above variable is 2.7 with a standard deviation of 1 indicating that respondents believed their jobs were in line with their job descriptions and the variation was small.

Table: 4.19: Statistics about the question

		Duties which I perform actually match with duties indicated in the job description
N	Valid	208
	Missing	2
Mean		2.7692
Median		2.5000
Std. Deviation		1.08775
Minimum		1.00
Maximum		5.00

As indicated already, on the Five-point Likert scale a mean value of 3 indicates a neutral opinion. Being neutral means they did not align themselves with the opinion or did not want to be biased while a median value of 2 or less indicates that the opinion was towards the right. The standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations above are discussed in detail under the frequency table relevant to each question.

Table: 4.20- QUESTION: Targets given by the company are realistic

The purpose of the question is to determine whether performance targets given to employees were realistic.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	14	6.7	6.8	6.8
	Agree	71	33.8	34.5	41.3
	Neutral	72	34.3	35.0	76.2
	Disagree	36	17.1	17.5	93.7
	Strongly disagree	13	6.2	6.3	100.0
	Total	206	98.1	100.0	
Missing	System	4	1.9		
Total		210	100.0		

Only 41.3% thought that the targets put forward by the organisation were realistic while 23.8% disagreed. 35% were neutral. The mean of the above variable is 2.8 with a standard deviation of 1 indicating that respondents believed targets given were realistic and the variation is small.

Table: 4.21: Statistics

		Targets given by the company are realistic
N	Valid	206
	Missing	4
Mean		2.8204
Median		3.0000
Std. Deviation		1.00815
Minimum		1.00
Maximum		5.00

As indicated already, on the Five-point Likert scale a mean value of 3 indicates a neutral opinion while median values of 2 or less indicate that the opinion was towards the right.

The standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations above are discussed in detail under the frequency table relevant to each question.

Table: 4.22- QUESTION: I have a clearly established career path at the organisation

The purpose of question is to determine whether employees could establish career paths in the organisation.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	15	7.1	7.2	7.2
	Agree	83	39.5	40.1	47.3
	Neutral	39	18.6	18.8	66.2
	Disagree	44	21.0	21.3	87.4
	Strongly disagree	26	12.4	12.6	100.0
	Total	207	98.6	100.0	
Missing	System	3	1.4		
Total		210	100.0		

Only 47.3% said that they had clearly established career paths at the organisation while 33.9% disagreed and 18.8% were neutral. The mean of the above variable is 2.9 and 1.1 standard deviation which indicates that respondents believe they have clearly established career paths and the variation is small.

Table: 4.23: Statistics about the question

		I have clearly established career path at the organisation
N	Valid	207
	Missing	3
Mean		2.9179
Median		3.0000
Std. Deviation		1.18568
Minimum		1.00
Maximum		5.00

The following questions are still on the Five-point Likert scale and a mean value of 2.9 indicates a move towards neutral opinion, median value of 3 or less indicates that the opinion was neutral. Standard deviation indicates how far or close the dataset is from the mean.

Table: 4.24- QUESTION: It takes too long to hire someone when a position become vacant

The purpose of the question is to determine the period it took for vacant positions to be filled.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	69	32.9	33.5	33.5
	Agree	66	31.4	32.0	65.5
	Neutral	33	15.7	16.0	81.6
	Disagree	15	7.1	7.3	88.8
	Strongly disagree	23	11.0	11.2	100.0
	Total	206	98.1	100.0	
Missing	System	4	1.9		
Total		210	100.0		

The majority of respondents (65.5%) agreed that vacant posts took time to be filled while 19% disagreed. 16% were neutral. The mean of the above variable is 2.3 and 1.3 standard deviation which indicates that respondents believed that posts remain vacant for a long time before being filled and the variation is small.

Table: 4.25: Statistics of the question

		It takes too long to hire someone when a position become s vacant
N	Valid	206
	Missing	4
Mean		2.3058
Median		2.0000
Std. Deviation		1.30614
Minimum		1.00
Maximum		5.00

The following questions are still on the Five-point Likert scale and a mean and the median value of 2 indicate that opinion was towards the right, meaning they disagreed with the opinion. The standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations above are discussed in details under the frequency table relevant to each question.

Table: 4.26- QUESTION: I have opportunities to learn and grow

The question determines the opportunities provided for employees to learn and grow in the organisation.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	15	7.1	7.3	7.3
	Agree	92	43.8	44.7	51.9
	Neutral	41	19.5	19.9	71.8
	Disagree	40	19.0	19.4	91.3
	Strongly disagree	18	8.6	8.7	100.0
	Total	206	98.1	100.0	
Missing	System	4	1.9		
Total		210	100.0		

52% of the respondents agreed that there were opportunities for them to learn and grow but 28.1% disagreed. 19.9% were neutral. The mean of the above variable is 2.7 and 1.1 standard deviation which indicates that respondents believed opportunities existed for them to grow and the variation is small.

Table: 4.27: Statistics about the question

		I have opportunities to learn and grow
N	Valid	206
	Missing	4
Mean		2.7767
Median		2.0000
Std. Deviation		1.11252
Minimum		1.00
Maximum		5.00

The following questions are still on the Five-point Likert scale and a mean value of 3 indicates neutral opinion while median value of 2 or less indicates that the opinion was towards the left. Standard deviation indicates how far or close is the data set from the

mean. The mean and standard deviation above are discussed in details under the frequency table relevant to each question.

Table: 4.28 - QUESTION: I get the training from Department for my next promotion

The question determines the training offered to employees for them to be promoted.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	6	2.9	2.9	2.9
	Agree	18	8.6	8.8	11.7
	Neutral	50	23.8	24.4	36.1
	Disagree	95	45.2	46.3	82.4
	Strongly disagree	36	17.1	17.6	100.0
	Total	205	97.6	100.0	
Missing	System	5	2.4		
Total		210	100.0		

Only 11.7% agreed that they got training from the organisation that would assist them in getting promoted at work, while the majority (63.90%) disagreed. Almost 24.4% of the respondents were neutral. The mean of the above variable is 3.6 and 0.7 standard deviation which indicates that respondents did not believe they got training from the organisation that would be helpful during promotions and the variation is small.

Table: 4.29: Statistics about the question

		I get the training from Department for my next promotion
N	Valid	205
	Missing	5
Mean		3.6683
Median		4.0000
Std. Deviation		.96366
Minimum		1.00
Maximum		5.00

The following questions are still on the Five-point Likert scale and mean values of 3 indicates a neutral opinion and 4 and above indicate opinions towards the left, participants agree or strongly agree with the opinion. The standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations above are discussed in detail under the frequency table relevant to each question.

Table4.30 - QUESTION: I get the training to do my job well

The purpose of the question is to determine the training provided to employees to do their job.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	10	4.8	4.9	4.9
	Agree	98	46.7	47.6	52.4
	Neutral	46	21.9	22.3	74.8
	Disagree	39	18.6	18.9	93.7
	Strongly disagree	13	6.2	6.3	100.0
	Total	206	98.1	100.0	
Missing	System	4	1.9		
Total		210	100.0		

52.5% of the respondents agreed that they received training that assisted them to carry out their duties as required, but 25.2% disagreed. 22.3% were neutral. The mean of the above variable is 2.7 and 1 standard deviation which in contrast to what they said in a previous statement indicates that respondents believe the training they get is enough to see them through their job but maybe not effective to guarantee them promotion and the variation is small.

Table: 4.31: Statistics about the question

		I get the training to do my job well
N	Valid	206
	Missing	4
Mean		2.7427
Median		2.0000
Std. Deviation		1.02497
Minimum		1.00
Maximum		5.00

The following questions are still on the Five-point Likert scale and a mean value of 3 indicates neutral opinion while median value of 2 or less indicates that the opinion was towards the left. Standard deviation indicates how far or close is the data set from the mean. The mean and standard deviation above are discussed in details under the frequency table relevant to each question.

Table: 4.32- QUESTION: Job promotions are fair and equitable

The purpose of the question determines the fairness of job promotions.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	4	1.9	2.0	2.0
	Agree	18	8.6	8.8	10.7
	Neutral	65	31.0	31.7	42.4
	Disagree	62	29.5	30.2	72.7
	Strongly disagree	56	26.7	27.3	100.0
	Total	205	97.6	100.0	
Missing	System	5	2.4		
Total		210	100.0		

Out of the total respondents, only 10.8% believed that job promotions at the organisation are done in a fair and equitable manner. In fact 57.5% believe that the job promotions are not fair and equitable. A great number (31.7%) of respondents chose to be neutral. The mean of the above variable is 3.7 and 1.0 standard deviation which indicates that respondents do not believe promotions are fair and the variation is small.

Table: 4.33: Statistics about the question

		Job promotions are fair and equitable
N	Valid	205
	Missing	5
Mean		3.7220
Median		4.0000
Std. Deviation		1.02218
Minimum		1.00
Maximum		5.00

The following questions are still on the Five-point Likert scale and a mean value of 3 and thus indicate a neutral opinion while median values of 4 and above indicate opinions

towards the left. The standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations above are discussed in details under the frequency table relevant to each question.

Table: 4.34- QUESTION: My last performance appraisal accurately reflected my performance

The purpose of the question is to determine whether performance appraisals reflect the performance of employees.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	11	5.2	5.3	5.3
	Agree	53	25.2	25.7	31.1
	Neutral	39	18.6	18.9	50.0
	Disagree	61	29.0	29.6	79.6
	Strongly disagree	42	20.0	20.4	100.0
	Total	206	98.1	100.0	
Missing	System	4	1.9		
Total		210	100.0		

Only 40% of the respondents agreed that their last performance appraisals were true reflections of their actual performance, while 50% disagreed. 18.9% chose to be neutral. The mean of the above variable is 3.3 and 1.1 standard deviation which indicates that respondents do not believe they were fairly appraised during their last assessments and the variation is small.

Table: 4.33: Statistics about the question

		My last performance appraisal accurately reflected my performance
N	Valid	206
	Missing	4
Mean		3.3398
Median		3.5000
Std. Deviation		1.21417
Minimum		1.00
Maximum		5.00

The following questions are still on the Five-point Likert scale and a mean value of 3 indicates neutral opinion while a median value of 4 and above indicates an opinion towards the left. The standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations above are discussed in detail under the frequency table relevant to each question.

Table: 4.34- QUESTION: The performance appraisal system is fair

The purpose of the question is to determine the fairness of performance appraisals.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	5	2.4	2.5	2.5
	Agree	30	14.3	14.8	17.2
	Neutral	41	19.5	20.2	37.4
	Disagree	60	28.6	29.6	67.0
	Strongly disagree	67	31.9	33.0	100.0
	Total	203	96.7	100.0	
Missing	System	7	3.3		
Total		210	100.0		

Like the previous question on performance appraisal, only 17.3% of the respondents believed the appraisals were fair while 62.60% believed the appraisals were not fair or

carried out in a fair manner. 20.2% chose to be neutral. The mean of the above variable is 3.7 and 1.1 standard deviation which indicates that respondents do not believe that appraisals are fair and the statement corresponds with the previous statement and the variation is small.

Table: 4.35: Statistics of the question

		The performance appraisal system is fair
N	Valid	203
	Missing	7
Mean		3.7586
Median		4.0000
Std. Deviation		1.13707
Minimum		1.00
Maximum		5.00

The following questions are still on the Five-point Likert scale and a mean value of 3 indicates a neutral opinion while median values of 4 and above indicate opinion towards the left. The standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations above are discussed in detail under the frequency table relevant to each question.

Table: 4.36 - QUESTION: Benefits available are appropriate for my needs

The purpose of the question is determining if benefits are appropriate to employees.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	5	2.4	2.5	2.5
	Agree	39	18.6	19.1	21.6
	Neutral	57	27.1	27.9	49.5
	Disagree	77	36.7	37.7	87.3
	Strongly disagree	26	12.4	12.7	100.0
	Total	204	97.1	100.0	
Missing	System	6	2.9		
Total		210	100.0		

A small number (21.6%) agree that benefits are appropriate for their needs and 50.40% do not believe so. 27.9% chose to be neutral. The mean of the above variable is 3.3 and 1.0 standard deviation which indicates that respondents do not believe the benefits are appropriate and the variation is small.

Table: 4.37: Statistics of the question

		Benefits available are appropriate for my needs
N	Valid	204
	Missing	6
Mean		3.3922
Median		4.0000
Std. Deviation		1.01377
Minimum		1.00
Maximum		5.00

The following questions are still on the Five-point Likert scale and a mean value of 3 indicates a neutral opinion while median values of 4 and above indicate opinions towards the left. The standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations above are discussed in detail under the frequency table relevant to each question.

Table 4.38- QUESTION: Company provides comfortable working conditions

The purpose of the question is to determine whether working conditions are comfortable to be used by employees.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	7	3.3	3.4	3.4
	Agree	38	18.1	18.4	21.7
	Neutral	29	13.8	14.0	35.7
	Disagree	73	34.8	35.3	71.0
	Strongly disagree	60	28.6	29.0	100.0
	Total	207	98.6	100.0	
Missing	System	3	1.4		
Total		210	100.0		

The majority of respondents (64.3%) say that the organisation is not providing comfortable working conditions; only 21.8% of the respondents agree that the conditions under which they work are comfortable. 14% chose to be neutral. The mean of the above variable is 3.6 and 1.1 standard deviation which indicates that an average number of respondents do not believe that working conditions are comfortable and the variation is small.

Table: 4.39: Statistics of the question

		Company provides comfortable working conditions
N	Valid	207
	Missing	3
Mean		3.6812
Median		4.0000
Std. Deviation		1.17200
Minimum		1.00
Maximum		5.00

The following questions are still on the Five-point Likert scale and a mean value of 3 indicates neutral opinion while median value of 4 and above indicates opinion towards the left. Standard deviation indicates how far or close is the data set from the mean. The mean

and standard deviation above are discussed in details under the frequency table relevant to each question.

Table: 4.40- QUESTION: If I do good work I can count on being promoted

The purpose of the question is to determine whether employees are being promoted due to hard work.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	6	2.9	2.9	2.9
	Agree	25	11.9	12.1	15.0
	Neutral	27	12.9	13.0	28.0
	Disagree	100	47.6	48.3	76.3
	Strongly disagree	49	23.3	23.7	100.0
	Total	207	98.6	100.0	
Missing	System	3	1.4		
Total		210	100.0		

The majority of respondents (72%) say that the organisation does not promote the employees based on good work the employees perform. Few of the respondents (15%) agree that the good work they do, guarantees promotion. 13% of the respondents chose to be neutral. The mean of the above variable is 3.7 and 1.0 standard deviation which indicates that an average number of respondents do not believe that doing a good job will guarantee them promotion and the variation is small.

Table: 4.41: Statistics for the question

		If I do good work I can count on being promoted
N	Valid	207
	Missing	3
Mean		3.7778
Median		4.0000
Std. Deviation		1.03290
Minimum		1.00
Maximum		5.00

These questions are still on the Five-point Likert scale and a mean value of 3 indicates a neutral opinion while median values of 4 and above indicate opinions towards the left. The standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations above are discussed in detail under the frequency table relevant to each question.

Table: 4.42- QUESTION: I feel valued at the organisation

The purpose of the question is to determine how valued employees feel in the organisation.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	15	7.1	7.4	7.4
	Agree	69	32.9	33.8	41.2
	Neutral	37	17.6	18.1	59.3
	Disagree	53	25.2	26.0	85.3
	Strongly disagree	30	14.3	14.7	100.0
	Total	204	97.1	100.0	
Missing	System	6	2.9		
Total		210	100.0		

41.2% of the respondents say they are valued at the organisation while 40.7% say that they are not valued at the organisation. 18.1% of the respondents decided to be neutral. The mean of the above variable is 3.6 and 1.1 standard deviation which indicates that average number of respondents do not believe that working conditions are comfortable and the variation is small.

Table: 4.43: Statistics for the question

		I feel I am valued at the organisation
N	Valid	204
	Missing	6
Mean		3.0686
Median		3.0000
Std. Deviation		1.21777
Minimum		1.00
Maximum		5.00

These questions are still on the Five-point Likert scale and a mean value of 3 indicates a neutral opinion while median values of 3 also indicate neutrality. Standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations above are discussed in detail under the frequency table relevant to each question.

Table: 4.44 - QUESTION: Often I find it difficult to agree with the organisation policies on important matters relating to its employees

The purpose of the question is to determine the employees agreeing with organisational policies.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	14	6.7	6.8	6.8
	Agree	107	51.0	51.7	58.5
	Neutral	56	26.7	27.1	85.5
	Disagree	23	11.0	11.1	96.6
	Strongly disagree	7	3.3	3.4	100.0
	Total	207	98.6	100.0	
Missing	System	3	1.4		

Total	210	100.0		
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The majority of respondents (58.5%) agree that they find it difficult to share same views with the organisation in terms of policies that govern personnel. Only a few (14.5%) disagree and say it is easy for them to agree with the organisation’s policies on important matters relating to the employees. The mean of the above variable is 3.0 and 1.2 standard deviation which indicates that respondents had a neutral opinion on the matter and the variation is small.

Table: 4.45: Statistics of the question

		Often I find it difficult to agree with the organisation policies on important matters relating to its employees
N	Valid	207
	Missing	3
Mean		2.5266
Median		2.0000
Std. Deviation		.90200
Minimum		1.00
Maximum		5.00

These questions are still on the Five-point Likert scale and a mean value of 3 indicates a neutral opinion while median values of 2 or less indicate that the opinion was towards the right. The standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations above are discussed in detail under the frequency table relevant to each question.

Table: 4.46- QUESTION: I have a clear understanding of our pay policy

The purpose of the question is to determine whether employees understand their pay policy among the entire group of participants.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	15	7.1	7.2	7.2
	Agree	61	29.0	29.5	36.7
	Neutral	88	41.9	42.5	79.2
	Disagree	27	12.9	13.0	92.3
	Strongly disagree	16	7.6	7.7	100.0
	Total	207	98.6	100.0	
Missing	System	3	1.4		
Total		210	100.0		

The majority of respondents (42.5%) chose to be neutral on the understanding of pay policy while 36.7% agreed that they had an understanding of pay policy. Only 20.7% of the respondents had no understanding of the pay policy. The mean of the above variable is 2.5 and 0.9 standard deviation which indicate that average numbers of respondents believed that they understood paying policies at work and the variation is small.

Table: 4.47: Statistics

		I have clear understanding of our pay policy
N	Valid	207
	Missing	3
Mean		2.8454
Median		3.0000
Std. Deviation		1.00255
Minimum		1.00
Maximum		5.00

These questions are still on the Five-point Likert scale and a mean value of 2.8 indicates a neutral opinion since it is near 3 while a median value of 3 indicates neutral too. The standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations above are discussed in detail under the frequency table relevant to each question.

Table: 4.48- QUESTION: I understand the criteria used to decide my pay

The purpose of the question is to determine which employees understand criteria used to decide their pay.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Strongly agree	14	6.7	6.8	6.8
	Agree	37	17.6	18.0	24.8
	Neutral	94	44.8	45.6	70.4
	Disagree	43	20.5	20.9	91.3
	Strongly disagree	18	8.6	8.7	100.0
	Total	206	98.1	100.0	
Missing	System	4	1.9		
Total		210	100.0		

The majority of respondents (45.6%) are neutral on the understanding of criteria used to decide their pay and 24.8% agree on having knowledge of how the pay is decided. Only 29.6% of the respondents have no knowledge of the criteria used to decide employees' pay. The mean of the above variable is 2.8 and 1.0 standard deviation which indicates that average number of respondents believe that they understand the criteria in use in deciding their pay and the variation is small.

Table: 4.49: Statistics of the question

		I understand the criteria used to decide my pay
N	Valid	206
	Missing	4
Mean		3.0680
Median		3.0000
Std. Deviation		1.00498
Minimum		1.00
Maximum		5.00

These questions are still on the Five-point Likert scale and a mean value of 3 indicates a neutral opinion while a median value of 3 also indicates neutral. The standard deviation indicates how far or close the dataset is from the mean. The mean and standard deviations above are discussed in detail under the frequency table relevant to each question.

Table: 4.50 - QUESTION: Is there a strategy related to human resource in the department? If yes please describe the main principles

The purpose of the question is to determine how many know the human resource principles.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	yes, there is strategy	31	14.8	15.1	15.1
	No, there is no strategy	48	22.9	23.4	38.5
	Not sure	126	60.0	61.5	100.0
	Total	205	97.6	100.0	
Missing	System	5	2.4		
Total		210	100.0		

The majority of respondents (61.5%) are not sure whether the Department has the Human Resource Strategy. Only 15.1% said there was a strategy related to Human Resource and 23.4% said that there was no strategy in place. The mean of the above variable is 2.8 and

1.0 standard deviation which indicates that an average number of respondents believe that they understand the criteria used in deciding their pay and the variation is small.

Table: 4.51: Statistics for the question

		Is there a strategy related to human resource in the department? If yes please describe the main principles
N	Valid	205
	Missing	5
Mean		2.4634
Median		3.0000
Std. Deviation		.74418
Minimum		1.00
Maximum		3.00

The following questions required yes, no and neutral and due to many respondents not having a comment on the questions, the mean and standard deviation will not be discussed as they will not be useful.

Table: 4.52 - QUESTION: What guidelines or requirements are there on human resource management and development of employees?

The purpose of the question is to determine whether people understand their human resource guidelines.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	There are guidelines	118	56.2	57.6	57.6
	No guidelines	5	2.4	2.4	60.0
	No idea	82	39.0	40.0	100.0
	Total	205	97.6	100.0	
Missing	System	5	2.4		
Total		210	100.0		

57.7% respondents mentioned a few guidelines that are in place at HRM and that may be useful in developing employees. 2.4% said there are no such guidelines while 40% had no idea.

Table: 4.53: Statistics for the question

		What guidelines or requirements are there on human resource management and development of employees
N	Valid	205
	Missing	5
Mean		1.8244
Median		1.0000
Std. Deviation		.97437
Minimum		1.00
Maximum		3.00

The following questions required yes , no and neutral and due to many respondents not having a comment on the questions, the mean and standard deviation will not be discussed as they will not be useful.

Table: 4.54 - QUESTION: What specific policies are there to improve the recruitment and opportunities of underrepresented groups?

The purpose of the question is to determine those who understand the recruitment policies.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Recommend policies	43	20.5	21.0	21.0
	No recommendation of policies	26	12.4	12.7	33.7
	No idea	136	64.8	66.3	100.0
	Total	205	97.6	100.0	
Missing	System	5	2.4		
Total		210	100.0		

Majority of respondents (66.3%) have no idea of policies that may assist or are used in the recruitment of the under-represented groups in the working environment such as women and people with disabilities. 21% recommended some policies while 12.7% had no recommendations to make or offer.

Table: 4.55: Statistics for the question

		What specific policies are there to improve the recruitment and opportunities of underrepresented groups
N	Valid	205
	Missing	5
Mean		2.4537
Median		3.0000
Std. Deviation		.81892
Minimum		1.00
Maximum		3.00

The following questions required yes, no and neutral and due to many respondents not having a comment on the questions, the mean and standard deviation will not be discussed as they will not be useful.

Table: 4.56 - QUESTION: What active policies or incentive schemes are there to increase the attractiveness of working in public sector?

The purpose of the question was to determine those who understood the incentive schemes available within the organisation.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	There are policies	127	60.5	61.7	61.7
	No policies	14	6.7	6.8	68.4
	No idea	65	31.0	31.6	100.0
	Total	206	98.1	100.0	
Missing	System	4	1.9		
Total		210	100.0		

61.7% of the respondents said that there were policies and incentive schemes that increased the attractiveness of working in the Public Sector while 6.8% said there were no such policies that attracted people to work in the Public Sector. 31.6% respondents had no idea.

Table: 4.57: Statistics for the question

		What active policies or incentive schemes are there to increase the attractiveness of working in public sector
N	Valid	206
	Missing	4
Mean		1.6990
Median		1.0000
Std. Deviation		.91954
Minimum		1.00
Maximum		3.00

The following questions required yes, no and neutral and due to many respondents not having a comment on the questions, the mean and standard deviation will not be discussed as they will not be useful.

Table: 4.58- QUESTION: What are the main priorities and objectives in terms of human resource management?

The purpose of the question was to determine those who understand human resource priorities and objectives in the organisation.

		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Name priorities	46	21.9	22.7	22.7
	No priorities	21	10.0	10.3	33.0
	No idea	136	64.8	67.0	100.0
	Total	203	96.7	100.0	
Missing	System	7	3.3		
Total		210	100.0		

67% of the respondents had no idea about the main priorities and objectives in terms of Human Resource Management. 22.7 % of the respondents named a few priorities and objectives while 10.3% said there were no main priorities and objectives.

Table 4.59: Statistics for the question

		What are the main priorities and objectives in terms of human resource management
N	Valid	203
	Missing	7
Mean		2.4433
Median		3.0000
Std. Deviation		.83872
Minimum		1.00
Maximum		3.00

The following questions required yes, no and neutral and due to many respondents not having a comment on the questions, the mean and standard deviation will not be discussed as they will not be useful.

4.5 The questionnaire analysis utilising the SERVEQUAL tool

Table 4.57 depicts the SERVQUAL Questionnaire scale for assessing the team members' perception of service quality in the department as contained in the questionnaire. The mentioned table illustrates the dimensions and the sub questions falling under each dimension.

Table 4.60 SERVQUAL dimensions and Sub Dimensions

Tangible	Reliability	Responsiveness	Assurance	Empathy
(a) Management has given me a clear job description (b) Duties which I perform actually match	(a) All the information I received at the recruitment process about the job is	(a) All of the information I received at the interviews about my job before employed was relevant	(a) I received a large amount of information about my job before being employed during the recruitment	(a) I was told about all positive and negative aspects of the job (b) I have opportunities to

with duties indicated in the job description. (c) The performance appraisal system is fair (d) Company provides comfortable working conditions (e) I understand the criteria used to decide my pay	accurate (b)I know how my job impacts on the mission of our company (c) Targets given by the company are realistic (d) Benefits available are appropriate for my needs	(b) I know very well what is expected from me on the job (c) It takes too long to hire someone when a position become vacant (d) If I do good work I can count on being promoted (e) Often I find it difficult to agree with the organisation policies on important matters relating to its employees	process. (b) I have clear targets for each of my objectives. (c) I have clearly established career path at the organisation. (d) Job promotions are fair and equitable. (e) My last performance appraisal accurately reflected my performance (f) I have clear understanding of our pay policy	learn and grow. (c)I get the training from Department for my next promotion (d) I get the training to do my job well (e) I feel am valued at the organisation
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Table 5.58 below depicts the descriptive statistics (mean and standard deviations) regarding the respondents' perceptions and expectations on service quality within the Department under study.

Table 4.61 : Mean and standard deviation per dimension.

Dimension	Perception (P)		Expected (E)	
	Mean	Std deviation	Mean	Std deviation
1.Tangible				
(a) Management has given me a clear job description	2.2	.96804	2.37	0.522
(b) Duties which I perform actually match with duties indicated in the job description.	2.7	1.08775	2.38	0.559
(c) The performance appraisal system is fair	3.7	1.13707	2.35	0.552
(d). Company provides comfortable working conditions	3.68	1.172	2.32	0.552
(e). I understand the criteria used to decide my pay	3.06	1.00489	2.37	0.559
Reliability				
(a) All the information I received at the recruitment process about the job is accurate	2.9	.92683	1.91	0.714
(b)I know how my job impacts on the mission of our company	2.1	.86231	1.89	0.723
(c) Targets given by the company are realistic	2.8	1.00815	1.94	0.777
(d) Benefits available are appropriate for my needs	3.3	.101377	1.98	0.770
3.Responsiveness				
(a)All of the information I received at the interviews about my job before being employed	2.8	.98271	2.34	0.542
(b) I know very well what is expected from me on the job	1.9	.78527	2.33	0.588
(c) It takes too long to hire someone when a position become vacant	2.3	1.30614	3.03	1.130

(d) If I do good work I can count on being promoted	3.7	1.03290	2.59	0.804
(e) Often I find it difficult to agree with the organisation policies on important matters relating to its employees	2.5	.90200	3.34	1.184
4.Assurance				
(a)I. I received a large amount of information about my job before being employed during the recruitment process.	3.09	1.04043	2.31	0.608
(b) I have clear targets for each of my objectives.	2.4	.88866	2.38	0.601
(c) I have clearly established career path at the organisation.	2.9	1.18568	2.42	0.615
(d) Job promotions are fair and equitable.	3.7	1.02218	2.29	0.550
(e) My last performance appraisal accurately reflected my performance	3.3	1.21417	2.30	0.571
(f) I have clear understanding of our pay policy	2.8	1.00255	2.35	0.603
5.Empathy				
(a) I was told about all positive and negative aspects of the job	3.5	.95465	2.16	0.686
(b)I have opportunities to learn and grow.	2.7	1.11252	2.19	0.740
(c)I get the training from Department for my next promotion	3.6	.96366	2.19	0.658
(d) I get the training to do my job well	2.7	1.02497	2.25	0.683
(e) I feel am valued at the organisation	3.0	1.21777	2.33	0.791

In terms of the Likert scale values (i.e. 1=Strongly agree, 2=Agree, 3=Neutral, 4=Disagree, 5=Strongly disagree) the perception mean ranged from 1.9 to 3.7, while the expectations ranged between 1.89 and 3.34 as well as between 1.89 and 3.34 which is strongly agree to neutral in both perception and expectation dimensions.

Which is close to neutral, and others items are from 3.6 to 3.9 which implies that the respondents (employees) **disagree** with the following items? The expected means were mostly from 1.89 to 2.59 which implies that the respondents agreed with the item

Table 4.61. Indicates the gap scores difference between the respondents' perceptions and expectations.

Table 4.62: Gap Score for perceived service means and expected service means

Dimensions	Perceptions	Expected	P - E
	Mean	Mean	Gap score
1.Tangible			
(a) Management has given me a clear job description	2.2	2.37	-0.1
(b)Duties which I perform actually match with duties indicated in the job description.	2.7	2.38	0.41
(c) The performance appraisal system is fair	3.7	2.35	1.42
(d) Company provides comfortable working conditions	3.6	2.32	1.38
(e) I understand the criteria used to decide my pay	3.06	2.37	0.71
2. Reliability			
(a) All the information I received at the recruitment process about the job is accurate	2.9	1.91	1.1
(b) I know how my job impacts on the mission of our company	2.1	1.89	0.24
(c) Targets given by the company are realistic	2.8	1.94	0.9
(d) Benefits available are appropriate for my needs	3.3	1.98	1.42
3.Responsiveness			
(a)All of the information I received at the interviews about my job before	2.8	2.34	0.53

(b) I know very well what is expected from me on the job	1.9	2.33	-0.37
(c) It takes too long to hire someone when a position become vacant	2.3	3.03	-0.73
(d) If I do good work I can count on being promoted	3.7	2.59	1.18
(e) Often I find it difficult to agree with the organisation policies on important matters relating to its employees	2.5	3.34	-0.82
4.Assurance			
(a) I received a large amount of information about my job before being employed during the recruitment process.	3.09	2.31	0.79
(b) I have clear targets for each of my objectives.	2.4	2.38	0.11
(c) I have clearly established career path at the organisation.	2.9	2.42	0.51
(d) Job promotions are fair and equitable.	3.7	2.29	1.43
(e) My last performance appraisal accurately reflected my performance	3.3	2.30	1.05
(f) I have clear understanding of our pay policy	2.8	2.35	0.49
5.Emathy			
(a) I was told about all positive and negative aspects of the job	3.5	2.16	1.33
(b) I have opportunities to learn and grow.	2.7	2.19	0.6
(c) I get the training from Department for my next promotion	3.6	2.19	1.47
(d) I get the training to do my job well	2.7	2.25	0.5
(e) I feel am valued at the organisation	3.0	2.33	0.75

n terms of the Likert scale values of means (i.e. 1=Strongly agree, 2=Agree, 3=Neutral, 4=Disagree, 5=Strongly disagree) e.g. In Table 4.4.3 (Perception-Tangible), items (c) and (d)

with means 3.7 and 3.68, respectively, have mean values that are very close to 4 (Disagree). It implies that the respondents (employees) **disagree** with the following statements:

- **1.Tangible**

- 1(c) - the performance appraisal system is fair.
- 1 (d) - Company provides comfortable working conditions.

- **Reliability**

- 1 (e) - I understand the criteria used to decide my pay
- 2(d) - Benefits available are appropriate for my needs

- **Responsiveness**

- 3(d) - If I do good work I can count on being promoted
- 4(a) - I received a large amount of information about my job

- **Assurance**

- 4(d) - Job promotions are fair and equitable.

- **Empathy**

- 5(a) - I was told about all positive and negative aspects of the job
- 5(c) - I get the training from Department for my next promotion

4.5 Gap Score

Table 4.60 below indicates the employee perceptions and expectations on all SERVQUAL dimensions. And, internal consistency of the score used is tested through the Cronbach Alfa reliability coefficients.

Table 4.63: SERVEQUAL Scale items and Gap Scores

SERVQUAL SCALE ITEMS	Perceptions (P)		Expectations (E)	Gap	
	Mean	SD	Mean	SD	P - E
Tangibility	$\alpha = 0.620, N = 202$		$\alpha = 0.617, N = 210$		
Item 1	2.27	0.971	2.37	0.522	-0.1
Item 2	2.79	1.091	2.38	0.559	0.41
Item 3	3.77	1.133	2.35	0.552	1.42
Item 4	3.70	1.155	2.32	0.552	1.38

Item 5	3.08	0.996	2.37	0.559	0.71
Reliability	$\alpha = 0.650, N = 200$		$\alpha = 0.798, N = 210$		
Item 1	3.01	0.919	1.91	0.714	1.1
Item 2	2.13	0.868	1.89	0.723	0.24
Item 3	2.84	0.990	1.94	0.777	0.9
Item 4	3.40	1.017	1.98	0.770	1.42
Responsiveness	$\alpha = 0.527, N = 203$		$\alpha = 0.659, N = 210$		
Item 1	2.87	0.982	2.34	0.542	0.53
Item 2	1.96	0.785	2.33	0.588	-0.37
Item 3	2.30	1.299	3.03	1.130	-0.73
Item 4	3.77	1.025	2.59	0.804	1.18
Item 5	2.52	0.903	3.34	1.184	-0.82
Assurance	$\alpha = 0.734, N = 201$		$\alpha = 0.617, N = 210$		
Item 1	3.10	1.051	2.31	0.608	0.79
Item 2	2.49	0.889	2.38	0.601	0.11
Item 3	2.93	1.198	2.42	0.615	0.51
Item 4	3.72	1.031	2.29	0.550	1.43
Item 5	3.35	1.208	2.30	0.571	1.05
Item 6	2.84	1.007	2.35	0.603	0.49
Empathy	$\alpha = 0.777, N = 200$		$\alpha = 0.824, N = 210$		
Item 1	3.49	0.951	2.16	0.686	1.33
Item 2	2.79	1.116	2.19	0.740	0.6
Item 3	3.66	0.959	2.19	0.658	1.47
Item 4	2.75	1.037	2.25	0.683	0.5
Item 5	3.08	1.211	2.33	0.791	0.75

In terms of the Table 4.60 the symbol α denotes the Cronbach alpha coefficients. All of the scale items in the questionnaire ranged from 1 = strongly agree to 5 =strongly disagree. And, the gap scores computed are significant at 0.01 level of significance .See the Excel output in the Table 4.61 below.

The Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer the Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. George and Mallery (2003: 231) provided the following as rules of thumb in this regard: “_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable” . However, Nunnally (1978) had already postulated 0.7 as an acceptable reliability coefficient but went on to indicate that the lower thresholds are sometimes used in the literature.

Furthermore, as shown in the excel output in Table 4.61 below; most of the standard deviations are less than 1. Thus, implying that the responses differed very slightly since the p-value is equal to 2.82796E-06 (i.e., the probability value) is less than 0.01 level of significance.

Table 4.64: Excel Output

t-Test: Two-Sample Assuming Equal Variances		
	<i>Perceptions</i>	<i>Expectations</i>
Mean	2.9844	2.3324
Variance	0.281034	0.096536
Observations	25	25
Pooled Variance	0.188784833	
Hypothesized Mean Difference	0	
df	48	
t Stat	5.305411224	
P(T<=t) one-tail	1.41398E-06	
t Critical one-tail	2.406581265	
P(T<=t) two-tail	2.82796E-06	
t Critical two-tail	2.682204018	

Overall, the scale reliability seemed to range from acceptable to poor according to the foregoing rule of thumb postulated. However, as illustrated by the descriptive statistical bar graph shown in Figure 4.6, except for the responsiveness dimension, Figure 4.6. And Figure 4.7 paint a positive picture where the respondents' perception means exceeds their mean expectations.

Figure: 4.6: Average response - Perception and Expectation Means

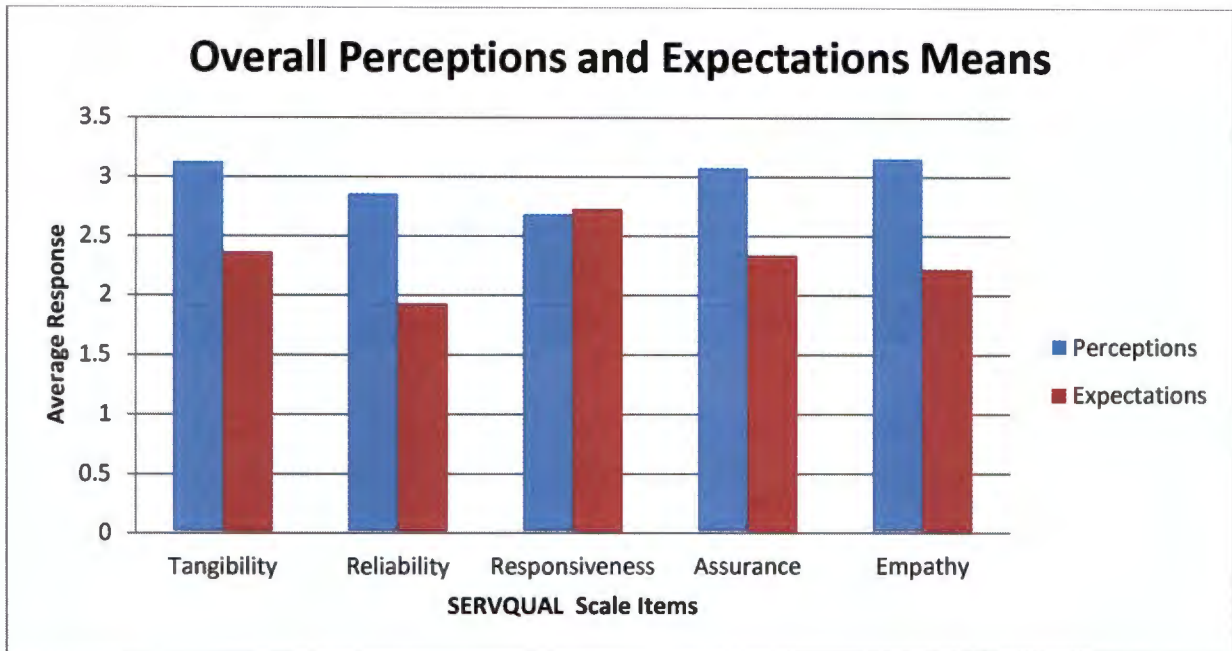


Figure: 4.6: SERVQUAL scale Items

4.5 Regression analyses

Table 4.62 illustrates the relationship between reliability dimension and other SERVQUAL variables such as Tangibility, Responsiveness, Assurance and Empathy.

Table 4.65: Dependent variable: Reliability

Independent variables: Tangibility, Responsiveness, Assurance and Empathy

SUMMARY OUTPUT						
<i>Regression Statistics</i>						
Multiple R	0.786638143					
R Square	0.618799567					
Adjusted						
R Square	0.611288229					
Standard Error	0.416341612					
Observations	208					
<i>ANOVA</i>						
					<i>Significance</i>	
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>F</i>	
Regression	4	57.121	14.280	82.382	0.000	
Residual	203	35.188	0.173			
Total	207	92.309				
		<i>Standard</i>			<i>Upper</i>	
	<i>Coefficients</i>	<i>Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>95%</i>
Intercept	0.253	0.157	1.617	0.108	-0.056	0.562
Tangible	0.339	0.065	5.207	0.000	0.211	0.467
Responsiveness	0.016	0.063	0.249	0.804	-0.109	0.141
Assurance	0.244	0.082	2.981	0.003	0.082	0.405
Empathy	0.231	0.053	4.361	0.000	0.127	0.336

The R square (0.6188) in Table 4.65 means that 61.88% of the total variation in reliability is explained by the variation in the four independent variables (tangibility, responsiveness, assurance and empathy), whereas 38.12% remains unexplained.

The p-value in the significance F column related to F (model) is the area to the right of 82.382 under the curve of the F distribution having 4 and 203 degrees of freedom. Since the p-value (0.000, 0.003) is less than 0.05 level of significance, we have strong evidence that the multiple regression model is significant. It means that at least one of the independent variables in the model is significantly related to reliability. The p-values related to tangibility, assurance and empathy are equal to 0.000, 0.003 and 0.000, respectively. Since they are all less than 0.05 significance level, then these three independent variables are significantly related to reliability. ..

4.6 Summary

The study revealed that most of the 210 respondents understand their jobs but they do not understand the human resource policies, what impact policies have in their work and they cannot count on promotion by working hard. Only a few who are newly-employed are hoping for growth in the Department of Local Government and Traditional Affairs.

Statistical evidence presented indicates the quality of service that the human resource management provided to its customers' needs some improvement.

In the next chapter findings and recommendations are summarized based on the findings of the study.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The findings and recommendation regarding the objectives, research question, and reliability of the study are presented in this chapter. The statistical analysis was done through the use of SPSS to measure the quality of service that human resource management of the department of Local Government and Traditional Affairs provide to its customers i.e. other employees in the department. Suggestions will be made on how service can be improved to match the standard of other departments.

5.2 Brief overview of the study

The research study focused on obtaining an understanding of the challenges facing the Department of local Government and Traditional Affairs on matters relating operational processes, procedures and policies as well as on quality of service offered by the Directorate of Human Resource Management.

5.3 Research objectives restated

The following are the research objectives that the study sought to achieve:

- 5.3.1 To establish how the Human Resource procedures, policies and operational processes are applied within the Department of Local Government and Traditional Affairs and the employees' understanding and perceptions of the application of these processes, procedures and policies within the Department?
- 5.3.2 To examine the usefulness and relevance of the SERVQUAL instrument in assessing the employees' perceptions of service quality in the Directorate of Human Resources of the Ministry of Local Government and Traditional Affairs .

5.3.3 To determine the reliability of the SERVQUAL tool in assessing quality of service offered by the Directorate of Human Resources of the Ministry of Local Government and Traditional Affairs .

5.3.4 To identify issues and challenges facing the quality of services provided by the human resource directorate, and factors that can improve the quality of service rendered by the said Directorate.

5.4 Research findings based on each objective

This section deals with how each objective was achieved.

OBJECTIVE 1: To establish how the Human Resource procedures, policies and operational processes are applied within the Department of Local Government and Traditional Affairs and the employees 'perceptions and understanding of the application of these processes, procedures and policies within the Department?

The employee perceptions in terms of this objective were tested utilising a questionnaire bearing a 5-point Likert scale which entailed the following scale values: 1=Strongly agree, 2=Agree, 3=Neutral, 4=Disagree, 5=Strongly disagree. Emanating from the foregoing test on employee perception the results thereof included the following:

- The majority of respondents (63%) agreed that they had clear targets for each objective to be achieved but 11,2% disagrees. 25.9% decided to be neutral. The mean of the above variable was 2.4 with 0.8 standard deviation, which indicates that majority of the respondents believed they had clear targets for each objective.
- The majority of the respondents (84%) understood how their job impacted on the mission of the organization while only 7% had no idea how their jobs impacted on the mission and 9.7% were neutral. A mean of 2.1 and standard deviation of 0.8 positively indicate that majority of the respondents believed they understood how their job impacted on the mission of the organization
- The majority (77.4%) of respondents had received clear job descriptions from management, but 11.6% disagreed and said management had not given them clear job descriptions. 11.1% were neutral. The mean of the above variable is 2.2 with

standard deviation of 0.9 indicating that majority of respondents believe they received clear job descriptions .The variation in responses was small.

- While the majority said that they received clear job descriptions, only 50% agreed that those job descriptions matched with the work they performed. 20.2% were neutral while 29.8% disagreed saying the job descriptions did not match the work they performed. The mean of the above variable is 2.7 with standard deviation of 1 indicating that majority of the respondents believed their jobs were line with their job description and the variation in responses were small.
- Only 47.3% indicated that they had clearly established career paths at the organization while 33.9% disagreed and 18.8% were neutral. The mean of the above variable was 2.9 and 1.1 standard deviation which indicate that respondents believe they have clearly established career path and the variation is small.
- The majority of respondents (65.5%) agreed that vacant posts took time to be filled while 19% disagreed. 16% were neutral. The mean of the above variable is 2.3 and 1.3 standard deviation which indicates that respondents believe posts remain vacant for a long time before filling and the variation is small.
- 52% of the respondents agreed that there were opportunities for them to learn and grow but 28.1% disagreed. 19.9% were neutral. The mean of the above variable is 2.7 and 1.1 standard deviation which indicates that respondents believe opportunities exist for them to grow and the variations in responses were small.
- Only 11.7% agreed that they got training from the organization which will assist them in getting promoted at work, while the majority (63.90%) disagreed. Almost 24.4% of the respondents were neutral. The mean of the above variable is 3.6 and 0.7 standard deviation which indicate that respondents do not believe they get training from the organization that will be helpful during promotions and the variation is small.
- Out of the total respondents, only 10.8% believed that job promotions at the organization are done in a fair and equitable manner. In fact 57.5% believed that the job promotions were not fair and equitable. A great number (31.7%) of respondents chose to be neutral. The mean of the above variable is 3.7 and 1.0

Standard deviation which indicates that respondents do not believe promotions are fair and the variation is small.

- Only 40% of the respondents agree that their last performance appraisals were true reflections of their actual performance, while 50% disagreed. 18.9% chose to be neutral. The mean of the above variable is 3.3 and 1.1 standard deviation which indicates that respondents do not believe they were fairly appraised during their last assessment and the variation is small.
- A small number (21.6%) agreed that benefits were appropriate for their needs and 50.40% did not believe so. 27.9% chose to be neutral. The mean of the above variable is 3.3 and 1.0 Standard deviation which indicates that respondents do not believe the benefits are appropriate and the variation is small.
- The majority of respondents (64.3%) indicated that the organization was not providing comfortable working conditions; only 21.8% of the respondents agreed that the conditions under which they work are comfortable. 14% chose to be neutral. The mean of the above variable is 3.6 and 1.1 Standard deviation which indicates that average number of respondents do not believe that working conditions comfortable and the variation is small.
- A majority of respondents (72%) expressed the view that the organization did not promote the employees based on good work the employees performed. Few of the respondents (15%) agreed that the good work they did guaranteed promotion. 13% of the respondents chose to be neutral. The mean of the above variable is 3.7 and 1.0 standard deviation which indicates that the average number of respondents did not believe that doing good job will guarantee them promotion and the variation is small.
- Only 41.2% of the respondents indicated that they are valued at the organization while (40.7%) said that they are not valued at the organization. 18.1% of the respondents decided to be neutral. The mean of the above variable is 3.6 and 1.1 standard deviation which indicates that an average number of respondents did not believe that working conditions comfortable and the variation is small
- A majority of respondents (66.3%) indicated that they have no idea of policies that may assist or are used in the recruitment of the underrepresented in the working

environment such as women and people with disabilities. 21% recommended some policies while 12.7% did not make recommendations in this regard.

- 61.7% of the respondents said that there were policies and incentive schemes that increased the attractiveness of working in the Department while 6.8% said there were no such policies that would attract people to work in the Department. 31.6% respondents indicated as having no idea.

A strong culture which enhances customer/service orientation and an understanding of service quality is identified as crucial for the successful management of quality. It has been argued that organisational culture or a service-oriented culture has a powerful impact on employees' behaviour/service delivery (Ehlers. 2007). Organisational culture is referred as one of the key issues in service provided by human resource of any sector (Ehlers. 2007).

Taking into account the above stated responses, it seems that the quality of service offered by the Department of Human Resources within the Ministry of Local Government and Traditional Affairs is fairly adequate although there are still room for improvement.

This objective appears to have been achieved.

OBJECTIVE 2: To examine the usefulness and relevance of the SERVQUAL instrument in assessing the employees' perceptions of service quality in the Directorate of Human Resources of the Ministry of Local Government and Traditional Affairs

On the basis of the Questionnaire Response Analysis as gleaned from paragraph 4.4, it is noted that Chapter 4 of this study as compared with the SERVQUAL results gathered from paragraph 4.5 of the same chapter, that the SERVQUAL output and the questionnaire responses were complementary. In other words the two approaches yielded almost similar results thus indicating that the SERVQUAL instrument was relevant and useful in assessing the employee perceptions about the service quality offered by the Human Resource Directorate within the Department of Local Government and Traditional Affairs.

It is therefore true from the literature that the SERVQUAL instrument can play an important role as a service quality measurement instrument in that it can offer managers a systematic approach to measuring and managing service quality. Furthermore, it

emphasizes the importance of understanding customer expectations and of developing internal procedures that align company processes to customer expectations (Buttle, 2009).

This objective seems to have been achieved as the SERVQUAL tool appeared to be useful and relevant.

OBJECTIVE 3: To what extent is the SERVQUAL tool reliable in assessing quality of service offered by the Directorate of Human Resources of the Ministry of Local Government and Traditional Affairs?

Although George and Mallery (2003: 231) provided the following as rules of thumb regarding the Cronbach's Alpha reliability Coefficients: $\alpha > .9$ – Excellent, $\alpha > .8$ – Good, $\alpha > .7$ – Acceptable, $\alpha > .6$ – Questionable, $\alpha > .5$ – Poor, and $\alpha < .5$ – Unacceptable". However, the value of 0.7 had already been postulated by one scholar (Nunnally, 1978) as an acceptable reliability coefficient but went on to indicate that the lower thresholds can sometimes be used. Therefore the reliability of the SERVQUAL dimensions tested within the Department, yielded reasonable coefficient results that ranged from .5 and .8 which, generally speaking, pointed toward reasonable results in so far as applicability of the instrument to the Department of Local Government and Traditional Affairs was concerned. As Cortina (1993) further indicates, the low SERVQUAL values can sometimes be ascribed to low number of questions, poor inter-relatedness between items or heterogeneous constructs. All the aforesaid are not within the competence of this study to go into detail about.

This objective appears to have been realistically achieved as the tool was largely reliable for our purpose

OBJECTIVE 4: To identify issues and challenges facing the quality of services provided by the human resource directorate, and factors that can improve the quality of service rendered by the said Directorate.

It is always important to analyse recruitment strength and weaknesses in the organisation because this will assist the organisation in matters such as the national or local reputation of the organisation, pay, employee benefits and working conditions, the intrinsic interest of

the job, security of employment, opportunities for education and training, career prospects, and the location of the office or plant. The analysis can also show where the organisation needs to improve as an employer if it is to attract more or better candidates and to retain those selected (Armstrong, 2009). The latter also stresses that it is also important to note the importance of training and development. Training involves the application of formal process to impart knowledge and help people to acquire the skills necessary for them to perform their job satisfactorily. Development on the other hand is concerned with ensuring that a person's ability and potential are grown and realized through the provision of learning experiences or through self-directed (self-managed) learning. It is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which a higher-level skills, knowledge and competencies are required. Furthermore, information sharing as an empowerment strategy could also be very valuable to the organisation, and empowerment of employees could be fundamental in achieving and improving the level of service quality.

In guaranteeing service quality, it may be important to ensure that a performance systems review is conducted to identify training needs of employees, to evaluate individual performance, to identify and acknowledge good performance, to ensure that managers and staff communicate, to help to make reward decisions, to identify and deal with poor performance, to increase productivity and to measure the standard of people management (Marchington & Wilkinson, 2005). Of importance again in service quality is communication of policies to staff. Communication is regarded as critical in supporting service quality. Communication allows managers to communicate their strategy throughout the organisation, and to link it to departmental and individuals objectives (Louw & Venter, 2010).

Another important issue to consider by the Human Resource Directorate in an attempt to reap maximum benefits from staff is valuing employees for their contributions and knowing them as customers. Knowing them means making an effort to understand their individual needs, providing individualized attention, recognizing them when they arrive and so on. Furthermore, serious efforts should be made by the HR Directorate to ensure that all employees understand criteria used to decide pay and eligibility for promotion as

well as the fairness in effecting promotion within the various organisational units. Finally the benefits available to staff should be seen to be appropriate.

In an attempt to identify challenges facing the Human Resource Directorate, the research revealed the following as areas for improvement. It would therefore be very important if the Directorate could give the below-stated concerns its reasonable consideration:

- The speed with which post are filled
 - Communication to staff about recruitment policies
 - Training in preparation for next promotion
 - Information sharing about the job
 - The fairness of the performance appraisal system
 - Valuing employees for their contribution to the success of the organization
 - The organization's working conditions
 - Criteria used to decide pay
 - Appropriateness of benefits available to staff
 - Eligibility for promotion
 - Fairness of Job promotion processes and procedures.

This objective seems to have been achieved.

5.5 Limitation of the study

While conducting the study the researcher faced the risk of producing false or positive results due to the information provided by the participants. During the research most of the employees chose to be neutral in completing the research questionnaire, which made it difficult for the researcher to know their actual views. Employees in management were also too busy to participate in the research. The findings indicate that 37% of the respondents were made up of Senior Accounting Officers/Senior State Accountants followed by the Admin Officers/Accounting Clerks level with 33%. Assistant Director Positions are represented by 18% of the respondents and followed by Deputy Director Level at 10%. The lowest representation was the Director level at 2%.

5.6 Recommendations and suggestions

The researcher recommends that human resource management must have strategies to create a more motivational model of work design to ensure that employees are satisfied and understand the human resource procedures. In order for HRM of the department to cope with challenges must shift responsibilities to line managers, development of HR functions as a business partner, build a flexible, adaptable and multi- skilled teams and shift in focus to their customers. According to Boxall and Purcell (2011) the following may help in improve the performance of the human resource management.

- (a) To arrange in a way that allows the individual employees to influence his/her own working situation, work methods, pace, devise methods to eliminate or minimize pacing.
- (b) Where possible, combine independent tasks into a job.
- (c) Aim to group tasks into meaningful jobs that allow for an overview and understanding of the work process as a whole. Employees should be able to perceive the end product or service as contributing to some part of the organization's objective.
- (d) Provide sufficient variety of tasks within the job, and include tasks that offer some degree of employee responsibility and make use of the skills and knowledge valued by individual.
- (e) Arrange work in a way that makes it possible for the individual employee to satisfy time claims from role and obligations outside work.
- (f) Provide opportunities for an employee to achieve outcomes that he or she perceived as desirable (e.g. personal advancement in the form of increased salary, scope for development of expertise, improved status within a work group, and more challenging job).
- (g) Ensure that employees get feedback on their performance, ideally from the task as well as from the supervisor. Provide internal and external customer feedback directly to employees.
- (h) Provide the employees with the information they need to make decision.

Based on the study, it is recommended that the department must train or reinforce views of the human resource management about the risks associated with not following HR policies. The Human Resource Management must ensure that their policies (e.g. recruitment, HR guidelines and all information that employees need to know and understand) must be made available.

It is also important to ensure that frontline staffs are effectively supported and well-motivated. Motivated staff requires the provision of. An appropriate and clear career ladder and opportunities; remuneration and recognition system; a measurement system; and appraisal procedures. In last, managers should always consider the fact that a good customer service can cover the flaws or loop holes of overall service system.

5.7 Areas for further research

Based on the study conducted, it can be concluded that further research can be conducted in service quality assessment and work associated with the improvement thereof.

5.8 Final conclusion

Based on the analysis of objectives as shown above, it can be concluded that the study achieved its purpose. It conclusively indicated that “service quality” can be enhanced by giving frontline staff the freedom to make important decisions regarding customers’ needs and working effectively towards fulfilling those needs to the advantage of the company.

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Annexure A: Table 1. The strengths and weaknesses of quantitative and qualitative approaches

	Quantitative	Qualitative
Strengths	<p>Results from sample surveys can be generalised for entire populations.</p> <p>Results can be aggregated and are comparable across population groups.</p> <p>Results can be broken down by socio-economic group for comparisons.</p> <p>Reliability of data and findings provides powerful indicators to guide policy.</p> <p>Replicability – publication of questionnaires and dataset permits scrutiny of findings.</p> <p>Transferability of dataset to other analysts means that analysis is not dependent on availability of an individual.</p> <p>Precise professional or disciplinary minimum standards</p>	<p>Open-ended questioning reveals new or unanticipated phenomena.</p> <p>Provides a rich picture of social phenomena in their specific contexts – reveals critical incidents.</p> <p>Provides a holistic interpretation of the detailed processes that have and are shaping people’s lives.</p> <p>Provides insights into intra-household relations and processes</p> <p>Provides deeper insights into causes and direction of causal processes.</p> <p>Permits researchers to access data on ‘difficult issues’ e.g. domestic violence.</p> <p>Data on marginal groups that surveys often cannot locate can be collected e.g. illegal</p>

	<p>exist for much survey work.</p>	<p>migrants, the homeless, child-headed households.</p> <p>Encourages creativity and Innovative explanatory frameworks.</p> <p>Data analyst is usually heavily involved in data collection and knows its strengths/weaknesses.</p> <p>Participatory methodologies empower, rather than objectify, respondents.</p>
<p>Weaknesses</p>	<p>*Sacrifices potentially useful information through process of aggregation</p> <p>Sacrifices potentially useful data by placing households or events in discrete categories.</p> <p>Neglects intra-household processes and outcomes.</p> <p>Commonly under-reports on difficult issues, e.g. domestic violence.</p> <p>Commonly under-reports on marginal/difficult to access individuals and households.</p>	<p>Difficult to demonstrate the scientific rigour of the data-collection exercise.</p> <p>Low levels of standardisation and definitions/criteria etc. vary from researcher to researcher.</p> <p>Analytical methods are poorly specified and vary from researcher to researcher.</p> <p>Completion of research is often dependent on a single individual.</p> <p>Often results cannot be generalised as it is unclear 'whom' they represent.</p> <p>Findings less likely to influence policy as they lack the legitimacy of science and the</p>

	Often wasteful in that large amounts of the dataset are never.	precision of numbers. Datasets are rarely made publicly available so that findings cannot be tested and other researchers cannot use the dataset.
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Source. David Hulme 2007



ANNEXURE B: Advantages and disadvantages of using a Questionnaire

Advantages	Disadvantages
<ul style="list-style-type: none"> ✓ Speed. Information from respondents could be very quick ✓ Low unit cost. Traveling and subsistence are minimal ✓ Geographical coverage. Respondents from different places could be found ✓ Ease of processing. A questionnaire can be carefully structured and preceded and few open-ended are used; and ✓ Anonymity of respondents. Respondents' names are not given. 	<ul style="list-style-type: none"> ✓ Is argued to be inadequate to understand some forms of information- i.e. changes of emotions, behaviour, feelings, etc. ✓ Phenomenologists state that quantitative research is simply an artificial creation by the researcher, as it is asking only a limited amount of information without explanation. ✓ Lacks validity. ✓ There is no way to telling how much thought a respondent has put in. ✓ The respondent may be forgetful or not thinking within the full context of the situation. ✓ People may read differently into question and therefore reply based on their own interpretation of the question - i.e., what is good to someone may be bad to someone else; therefore there is a level of subjectivity that is not acknowledged. ✓ There is a level of researcher imposition, meaning when developing the questionnaire, the researcher is making their own decisions and assumptions as to what is and is not important; therefore they may be missing something that is of importance

Source: Legotlo (1994:163) and Teu (2002:204) (in Senna, 2005).

ANNEXURE C: Questionnaire

Questionnaire on the evaluation of Human Resource Service Quality in the Department of Local Government and Traditional Affairs. Please select the one that mostly answers the question.

SECTION: A

BIOGRAPHY

1. Gender

Female	
Male	

2. Age group

20- 25	
26 -35	
36 -45	
46 and above	

3. Work experience

5-10 years	
11- 15 years	
16- 20 years	
25 – 30 years	
35 and above	

4. Position held

Admin Officer/Accounting Clerk	
Senior Admin Officer/ Senior State Accountant	
Assistant Director	
Deputy Director	
Director	

5. Qualification

Matric	
Post-matric Certificate	
Diploma	
Bachelor's Degree	
Honours Degree	
Master's Degree and above	

SECTION: B

Procedures in Human Resource Management

Please take a few minutes to complete this survey. Your specific answers will be completely anonymous and confidential, but your views, in combination with those of others, are extremely important. Please tick one cell for each statement.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1. I received a large amount of information about my job before being employed during the recruitment process					
2. All of the information I received at interviews about my job before being employed was relevant					
3. I was told about all positive and negative aspects of the job at interviews before being employed					
4. All the information I received at recruitment processes about the job is accurate					
5. I have clear targets for each of my objectives					
6. I know how my job impacts on the mission of our company					
7. I know very well what is expected of me on my job					
8. Management has given me a clear job description (job description is a document that specifies job purpose, duties & responsibilities, working conditions, etc.)					
9. Duties which I perform actually match the duties indicated in the job description					
10. Targets given by the company are realistic (achievable)					
11. I have a clearly established					

career path at the organisation					
12. It takes too long to hire someone when a position becomes vacant					
13. I have opportunities to learn and grow					
14. I get the training from the department for my next promotion					
15. I get the training to do my job well.					
16. Job promotions are fair and equitable					
17. My last performance appraisal accurately reflected my performance					
18. The performance appraisal system is fair					
19. Benefits available are appropriate to my needs					
20. Company provides comfortable working conditions (space, light, seating arrangements, air-conditioning, etc.)					
21. If I do good work I can count on being promoted					
22. I feel I am valued at the organisation.					
23. Often I find it difficult to agree with the organization policies on important matters relating to its employees					
24. I have a clear understanding of our pay policy					
25. I understand the criteria used to decide my pay					

SECTION: C

Human Resource Policies

1. Is there a strategy related to human resource in the department? If yes, please describe the main principles.

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2. What guidelines or requirements are there on human resource management and the development of employees?

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3. What specific policies are there to improve the recruitment and opportunities of under-represented groups (e.g. women and disabled persons)?

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4. What active policies or incentive schemes are there to increase the attractiveness of working in public sector?



5. What are the main priorities and objectives in terms of human resource management?

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ANNEXURE D: QUESTIONNAIRE INCLUDING THE SERVQUAL INSTRUMENT

SECTION A

Questionnaire on the evaluation of Human Resource Service Quality in the Department of Local Government and Traditional Affairs. Please select the one that best describes the question.

SECTION: A

BIOGRAPHY

1. Gender

Female	
Male	

2. Age Group

20- 25	
26 -35	
36 -45	
46 and above	

3. Work Experience

5-10 years	
11- 15 years	
16- 20 years	
25 – 30 years	
35 and above	

4. Position Held

Admin Officer/Accounting Clerk	
Senior Admin Officer/ Senior State Accountant	
Assistant Director	
Deputy-Director	
Director	

5. Qualification

Matric	
Post-Matric Certificate	
Diploma	
Bachelor's Degree	
Honours Degree	
Master's Degree and above	

SECTION. B

Procedures in Human Resource Management

Please tick one cell that describe perception and one cell that describe expectations for each statement.

Key: 1=Strongly agree 2=Agree 3=Neutral 4=Disagree 5=Strongly disagree

		Perception					Expectations				
		1	2	3	4	5	1	2	3	4	5
1.	Tangible										
	(a) Management has given me a clear job description (job description is a document that specifies job purpose, duties & responsibilities, working conditions etc.)										
	(b) Duties which I perform actually match with duties indicated in the job description										
	(c) The performance appraisal system										

		is fair											
	(d)	Company provides comfortable working conditions (space, light, seating arrangement, air conditioning, etc.)											
	(e)	I understand the criteria used to decide my pay											
2.	Reliability												
	(a)	All the information I received at recruitment process about the job is accurate											
	(b)	I know how my job impacts on the											
	(c)	Targets given by the company are realistic (achievable											
	(d)	Benefits											



		available are appropriate for my needs																	
3.	Responsiveness																		
	(a)	All of the information I received at interviews about my job before being employed was relevant																	
	(b)	I know very well what is expected from me on my job																	
	(c)	It takes too long to hire someone when a position becomes vacant																	
	(d)	If I do good work I can count on being promoted																	
	(e)	Often I find it difficult to agree with the organization policies on important matters relating																	

		to its employees											
4.	Assurance												
	(a)	I received a large amount of information about my job before being employed during the recruitment process											
	(b)	I have clear targets for each of my objectives											
	(c)	I have a clearly established career path at the organisation											
	(d)	Job promotions are fair and equitable											
	(e)	My last performance appraisal accurately reflected my performance											
	(f)	I have a clear understanding of our pay											

		policy										
5.	Empathy											
	(a)	I was told about all positive and negative aspects of the job at interviews before being employed										
	(b)	I have opportunities to learn and grow										
	(c)	I get the training from the department for my next promotion										
	(d)	I get the training to do my job well.										
	(e)	I feel I am valued at the organisation.										

SECTION. C

Human Resource Policies

6. Is there a strategy related to human resource in the department? If yes, please describe the main principles.

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.....
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7. What guidelines or requirements are there on human resource management and development of employees?

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8. What specific policies are there to improve the recruitment and opportunities of underrepresented groups (e.g. women and disabled persons)?

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9. What active policies or incentive schemes are there to increase the attractiveness of working in public sector?

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10. What are the main priorities and objectives in terms of human resource management?

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THANK YOU FOR YOUR PARTICIPATION