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Editorial

Journal of Social and Development Sciences (JSDS) is a scholarly journal deals with the disciplines of social and development sciences. JSDS publishes research work that meaningfully contributes towards theoretical bases of contemporary developments in society, business and related disciplines. The work submitted for publication consideration in JSDS should address empirical and theoretical contributions in the subjects related to scope of the journal in particular and allied theories and practices in general. Scope of JSDS includes: sociology, psychology, anthropology, economics, political science, international relations, linguistics, history, public relations, hospitality & tourism and project management. Author(s) should declare that work submitted to the journal is original, not under consideration for publication by another journal, and that all listed authors approve its submission to JSDS. It is JSDS policy to welcome submissions for consideration, which are original, and not under consideration for publication by another journal at the same time. Author (s) can submit: Research Paper, Conceptual Paper, Case Studies and Book Review. The current issue of JSDS consists of papers of scholars from Sri Lanka, UK, Uganda, Australia and South Africa. Estimation of technical efficiency of tea smallholdings, performance evaluation and improvement among salesmen, use of lethal force by police in the USA: mortality metrics of race and disintegration, strategic leadership in post-conflict states and autonomy and financial viability of local authorities are some of the major practices and concepts examined in these studies. Journal received research submission related to all aspects of major themes and tracks. All the submitted papers were first assessed, by the editorial team for relevance and originality of the work and blindly peer-reviewed by the external reviewers depending on the subject matter of the paper. After the rigorous peer-review process, the submitted papers were selected based on originality, significance, and clarity of the purpose. Current issue will therefore be a unique offer, where scholars will be able to appreciate the latest results in their field of expertise, and to acquire additional knowledge in other relevant fields.

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PAPERS

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An Estimation of Technical Efficiency of Tea Smallholdings in Ratnapura District of Sri Lanka

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Abstract: While accepting the fact that the tea smallholdings sector of Sri Lanka immensely contribute to the annual tea output of the economy, the sector still faces various deficiencies due to problems pertaining to input related issues. Measuring the level of efficiency and identifying the factors which are attributed to inefficiency are in utmost importance in introducing remedies for that. A cross sectional survey was conducted on a sample of tea smallholders in Ratnapura district where highest contribution to the total tea production of the country is made. In this study, the Cobb-Douglas Stochastic production frontier model was used by incorporating the technical inefficiency effect model to estimate the level of technical efficiency in tea smallholdings sector. The study revealed that average technical efficiency of tea smallholdings sector in the study area was 87.36 percent that keeps a margin of 12.64 percent for further improvements through better use of available resources and technology. The results of the Cobb-Douglas model revealed that the estimated coefficients of land, labor and fertilizer are positively and significantly affect the green leaves production of the sector. The findings of the inefficiency model disclosed that age, farming experience, level of education, occupation, age of tea plants, farming group membership and credit access have significant negative impact on technical inefficiency.

Keywords: *Ratnapura district, Sri Lanka, Stochastic Frontier Approach, Tea smallholdings, Technical efficiency.*

1. Introduction

Tea is one of the most prominent plantation crops in Sri Lankan agricultural sector, contributing heavily to the development of Sri Lankan economy through generating foreign exchange and creating employment opportunities. Sri Lanka is well-known for its high quality black tea and is one of the largest tea producers and exporters in the world. At present, Sri Lanka has become fourth largest tea producer and third largest tea exporter in the world. It accounts for approximately 2 percent of the gross domestic product (GDP) and, generating annually US$ 1,325 million foreign exchange to the economy (Central Bank, 2013). Currently, tea sector provides direct and indirect employment to more than one million people in the country. As a result, it has become the main income source of large number of estates and rural farmers in Sri Lanka. The total tea lands in the country recorded as 204,024 hectares, of which smallholdings sector holds 59 percent and 41 percent by the plantation sector (Ministry of Plantation Industries, 2013). Currently, tea smallholdings sector takes a larger portion of the whole tea industry as it contributes 71.4 percent to the total made tea production of the country (TSHDA, 2012). Tea cultivation is scattered in many parts of the low-country, mid-country and up-country wet zones in Sri Lanka. Among these wet zones, low-country is the largest tea cultivating region with a contribution of 61 percent to the total tea production of the country (Ministry of Plantation Industries, 2013). It accounts for 89,176 hectares of cultivated tea lands in Ratnapura, Galle, Matara, Kegalle and Kalutara districts in Sri Lanka.

There are 314,021 tea smallholders scattered in low-country who grow tea in their small blocks of land. They contribute 82 percent to the total smallholders' tea production of the country (TSHDA, 2012). In low-country, the largest smallholders' tea cultivating region is Ratnapura district and it takes a larger portion of the country's total smallholders' tea production. Tea industry has expanded their production by increasing the performance of the tea smallholdings sector during the last two decades. As a result of that Sri Lankan total tea production predominantly depends on the production possibility of tea smallholdings sector, especially in low-country. Although, tea smallholdings sector performs better than the tea plantation sector, this sector has been fronting several problems which are both technical and behavioral. Some of these are low productivity, increasing cost of production, falling export prices, irrational use of fertilizers, ineffective tea varieties used in cultivation and unexpected adverse climatic changes (TSHDA, 2012). These factors have kept Sri Lanka at a relatively lower level of tea production when compared with the other leading tea producing countries such as China, India and Kenya. Thus, it is primarily required either changing existing technology or increasing the quantity of inputs that uses for the green leaves production in order to increase the production capacity of the

tea smallholdings sector. Although these two options are viable in increasing the green leaves production, it requires a considerable cost or investment as well.

Most of smallholders are with less capacity to expand their existing production volume as they are lacking financial capabilities. Therefore, it is difficult to incur a higher cost for changing technology and applying more inputs in the short-run. The term technical efficiency is identified as maximization of the output from a given level of inputs with the given technology. Farmers' ability to increase existing level of output from a given set of inputs can be identified by measuring the technical efficiency of tea smallholdings sector. If farmers are maintaining very low level of technical efficiency, apparently it stresses that they can further increase their output from existing inputs by reducing inefficiencies of their production. Eventually, this would probably be significant as it positively affects the economic efficiency as well through cost minimization. Therefore, this study intends to estimate the technical efficiency and identify the determinants of technical efficiency of tea smallholders in low-country wet zone in Sri Lanka. Moreover, the paper is concluded with vital resolutions to improve the technical efficiency of tea smallholdings sector of Sri Lanka, which would probably give insights to the tea plantation sector as well, which at present undergoes the identical problem of optimizing its resources.

Research Problem: As a rapidly growing sub sector in Sri Lankan agricultural economy, tea smallholdings sector needs to attend in maximizing efficiency in utilization of its existing resources in order to get the maximum possible green leaves production. More precisely, the farmers who engaged in this sector need to be technically efficient. Although this sector performs comparatively well, evidence witness that it operates below the potential level due to the inefficiency component in their production process. A study on the estimation of technical efficiency in mid-country tea smallholdings sector (Basnayaka & Gunaratne, 2002) has found that the average technical efficiency level is 63.1 percent suggesting smallholders in mid-country have larger possibility to increase their output through improvements in technical efficiency. Low-country tea smallholdings sector is the largest contributor which greatly drives to achieve the major target of Sri Lankan tea industry of being the world's largest made tea producing country.

Hence, it is unarguably important to explore, if tea smallholders in low-country is also in this aforementioned inefficiency dilemma in utilizing their existing resources. Therefore, this study addresses whether tea smallholders in Ratnapura district in low-country are potentially capable of improving their green leaves production without incurring any additional input cost. In the light of this exploration, it will probably be an opportunity for them to improve the level of efficiency by conquering inefficiencies. Thus, this study researched low-country smallholdings sector to estimate their technical efficiency level to identify their ability to obtain maximum green leaves production from a given set of inputs and available technology. Therefore, the outcomes of this study would probably provide insights to tea smallholders in maximizing their output by optimizing their existing resources. Further, these study outcomes would provide implications to responsible authorities of the tea industry in directing the tea smallholders in improving the efficiency.

2. Literature Review

The Concept and Measurement of Technical Efficiency: Technical efficiency is an important element of productive efficiency and it is derived from the production function (Førsund, Lovell, & Schmidt, 1980). Thus, technical efficiency can be conceptualized as the maximum achievable level of output for a given level of inputs, given the current level of alternative technologies available (Ellis, 1993). The production frontier was developed to measure productive efficiency and it defines the limit to a range of possible observed production levels which identifies the extent to which the firm lies below or above the frontier (Farrell, 1957). The concept of efficiency is linked with this frontier model and subsequently applied by many researchers in their work related to productive efficiency [(Afriat, 1972), (Aigner, Lovell, & Schmidt, 1977), (Førsund, Lovell, & Schmidt, 1980), (Kumbhakar & Lovell, 2004)].

The two major approaches to measure the technical efficiency are parametric frontier approach and non-parametric frontier approach. Non-parametric frontier approach neither imposes the functional form on the production frontiers nor makes assumptions about the error term. It assumes all the deviations from the

frontier occur as a result of the inefficiency of the firm. The parametric approach which is known as 'Stochastic frontier approach' imposes a functional form on the production frontier. The frequently adopted functional forms are the Cobb-Douglas production function and trans-log production function. The stochastic frontier approach assumes that deviations from the frontier occur due to random effects (reflecting measurement errors and statistical noise) and also due to firm specific inefficiency [(Battese, 1992), (Coelli, Rao, & Battese, 1998)].
The parametric frontier approach adopts econometrics method to estimate parameters of both stochastic frontier production function and inefficiency effect model. The major advantage of stochastic frontier approach is that, it includes stochastic random noises in addition to the inefficiency effect, which are uncontrollable. The main disadvantage of this approach is that it executes explicit constraint on functional forms and distributional assumption for one-sided error term (Battese & Coelli, 1995). The literature further suggests two methodological approaches to analyze the sources of technical efficiency which is based on stochastic production function. The first approach is called the "two stage estimation procedure" in which, the stochastic production function is estimated first and then efficiency scores are derived. In the second stage, the derived efficiency scores are regressed based on explanatory variables by using Tobit regression or ordinary least square method. The second approach is known as "one stage simultaneous estimation approach" (Battese & Coelli, 1995). According to this approach, the inefficiency effects are generally explained as an explicit function of a vector of farm specific variables or characteristics. Thus, the parameters of the frontier production function are concurrently estimated with those of an inefficiency model, in which the technical inefficiency effect is specified as a function of other variables or characteristics (Chirwa, 2007).

Determinants of Technical Efficiency in Agriculture: Although literature on technical efficiency is in abundance, research studies on technical efficiency in tea smallholdings sector are relatively scarce even in the global context. Most agriculture related technical efficiency estimation studies have used similar type of variables for their studies. This approach has been criticized on the ground that the firm's knowledge of its level of technical inefficiency has an impact on its inputs choices and thus inefficiency can be dependent on the explanatory variables. The variables such as farmer's age, education level of the farmer, access to extension, access to credit, agro-ecological zones, farmer's family size, land holding size, number of plots owned, gender, tenancy, market access, farmer's access to fertilizer, agrochemicals, improved seeds, membership of farmers' associations were reported by many studies where a positive effect on technical efficiency could be identified [(Amos, 2007), (Ahmad, Chaudhry, & Iqbal, 2002), (Kibaara, 2005), (Basnayaka & Gunaratne, 2002)]. According to the results of a similar study where stochastic frontier model was applied, inefficiency model has shown that age of farmer, education, occupation, type of crop (VP or seedling) and type of clone have significant effect on efficiency (Basnayaka & Gunaratne, 2002).

It further has shown that coefficient of education, age of farmer, occupation and type of crop are positively correlated and type of clone is negatively correlated with technical efficiency. Approximately, similar results were identified in a study on sugarcane production in Tanzania in which variables such as age, education and experience have positive relationship with technical efficiency (Msuya & Ashimogo, 2006). A study on tea farmers in Northern Mountainous region in Vietnam has also used Cobb- Douglas stochastic frontier production function to estimate the tea yield and production efficiency of tea farmers in the study area (Hong & Yabe, 2015). The researchers have found the mean technical efficiency level of tea farmers in the study area was 89.6 percent and further explained that the farmers have ability to increase their average output by 10.4 percent by using given level of inputs and technology. In contrast, a study on agricultural extension and technical efficiency of tea production in Northeastern Vietnam explained that tea production in this region suffered a strong inefficiency because its average technical efficiency was recorded very low value of 32 percent (Nguyen-Van & To-The, 2016). There are 97,984 smallholdings scattered in 17 divisional secretariats (DS) and 482 Grama Niladhari (Village Officer) divisions in Ratnapura district (TSHDA, 2012).

Although they had used the trans-log production function to estimate the technical efficiency, the results of the study evidenced that Cobb–Douglas production function would have been more appropriate. Another study which has used stochastic production function to predict the technical inefficiency effect of paddy farmers has estimated the Cobb–Douglas production function for total value of output as a function of land, labor, bullocks and cost including fertilizer, manure, pesticides, machinery, etc (Battese & Coelli, 1995). The results have suggested that the estimated coefficients of the land and labor were highly significant despite the

fact that the cost of other inputs showed relatively small but significant values. The results of the inefficiency model revealed that, educated and older farmers are more technically efficient than less educated and young farmers. Therefore, human capital variables such as farmers' age and years of education affect farmers' capability to utilize inputs in a cost-minimizing way (Wadud, 2003). Thus, the cost of inefficiency can be reduced by providing more education, extension services for expansion and propagation of modern techniques of production and provision of credit to rural sector (Parikh, Ali, & Shah, 1995).

3. Research Methods

The study was conducted in Ratnapura district which belongs to the Sabaragamuwa province in low-country wet zone in Sri Lanka. It is the largest smallholders' tea cultivating region in low-country with a total extent of smallholder tea lands of 30,441 hectares (TSHDA, 2012). Kuruwita and Pelmadulla divisional secretariats were selected for the sampling frame on the ground of being the largest green leaves producing areas in Ratnapura district. There are approximately 10,500 tea smallholders engaged in tea cultivation in both the divisions (TSHDA, 2012). Besides, these areas are well-known for favorable soil and weather conditions for growing tea. The sample size was determined based on 7% margin of error. Accordingly the sample size was determined as follows. The sample size (n) is calculated according to the formula:

n = [z2 * p * (1 - p) / e2] / [1 + (z2 * p * (1 - p) / (e2 * N))]
Where: z = 1.96 for a confidence level (α) of 95%, p = proportion, N = population size, e = margin of error.
z = 1.96, p = 0.5, N = 10500, e = 0.07
n = [1.962 * 0.5 * (1 - 0.5) / 0.072] / [1 + (1.962 * 0.5 * (1 - 0.5) / (0.072 * 10500))]
n = 196 / 1.0187 = 192.408
n ≈ 193

The sample size (with finite population correction) is equal to 193. Simple random sampling technique was used in selecting the sample units from the population. There were 200 tea smallholders selected from Kuruwita and Pelmadulla DS divisions to satisfy the above minimum sample size requirement. The sample consists of 100 tea smallholders from each division. The contacts of the tea smallholders in each DS division were obtained from the tea smallholdings' registry of the TSHDA. In this study, primary data were collected from a cross-sectional survey of tea smallholders in Kuruwita and Pelmadulla DS in Ratnapura district. Mainly survey strategy was used for the study as it is usually associated with deductive approach and it allows collecting quantitative data within the positivistic paradigm. A pre-tested questionnaire was used as an instrument for data collection which was designed and administered under the close supervision of researchers. The main objective of this study is to estimate the technical efficiency of production by depicting the relationship between inputs and the output. Therefore, the log-linear form of the neo-classical Cobb-Douglas production function was used as the core theoretical framework which is explained in detail in the proceeding section.

Theoretical Framework: This study employs the stochastic production frontier approach using Cobb-Douglas specification to estimate the technical efficiency in tea smallholdings sector in Ratnapura district. Technical efficiency in the targeted areas of this study was estimated using 'one stage simultaneous estimation approach'. According to this approach, the parameters of the stochastic frontier and inefficiency models are estimated simultaneously, given the appropriate distributional assumptions associated with cross-sectional data of farmers in the sample (Battese & Coelli, 1995). The noise of the estimation of stochastic frontier production function is accounted by adding a symmetric error term U_i to the non-negative term [(Aigner, Lovell, & Schmidt, 1977), (Meeusen & van Den Broeck, 1977)]. The stochastic frontier production function is depicted as follows.

$$Y_i = f(X_i; \beta) + \varepsilon_i \quad (1)$$

$$\varepsilon_i = (v_i - u_i) \quad (2)$$

Where Y_i denotes output of the ith farm, X_i is a vector of inputs used by i^{th} farm and β is a vector of unknown parameter to be estimated and ε_i is the composed error term. The stochastic frontier production function has two error terms. So that, ε_i can be explained by $\varepsilon_i = (v_i - u_i)$.

The term v_i is a random variable which is assumed to be independently and identically distributed with mean zero and constant variance, $N(0, \sigma_v^2)$. It is a two sided ($-\infty < v_i < \infty$) random error that represent stochastic effect outside the farmer's control (Ex: measurement errors in the output variable, weather conditions, effects of unobserved/ uncontrollable inputs on production and other statistical noise). u_i is a one sided ($u_i \geq 0$) non-negative random variable that is assumed to be independently and identically distributed with mean zero and constant variance, $N(0, \sigma_u^2)$. The term u_i represents the technical inefficiency in production, i.e. the distribution of u_i is half-normal. If $|u_i| > 0$, it reflects the technical efficiency relative to the frontier. $|u_i| = 0$ explains a farm production lies on the frontier and $|u_i| < 0$ is a farm production lies below the frontier. According to one stage simultaneous estimation approach in which explanatory variables are incorporated in to the error component, this can be accepted (Battese & Coelli, 1995).

According to this approach either the mean or the variance of inefficiency error component (u_i) is considered to be a function of explanatory variables. Therefore technical inefficiency effect can be defined as follows.

$$u_i = \delta z_i + w_i \quad (3)$$

$$i = 1, \dots, N$$

Where z, is a vector of explanatory variables associated with the technical inefficiency effect, δ is a vector of unknown parameter to be estimated and w is a set of unobservable random variables that are assumed to be identically distributed, obtained by truncation of the normal distribution with mean zero and unknown variance (σ^2) such that u_i is non-negative. The maximum likelihood method is used to estimate the parameters of both the stochastic frontier model and inefficiency effects model. The variance ratio parameter γ which relates the variability of u_i to total variability (σ^2) can be calculated in the following manner (Battese & Corra, 1977).

$$\gamma = \sigma_u^2/\sigma^2 \quad (4)$$

where, $\sigma^2 = \sigma_u^2 + \sigma_v^2$ (5)

Thus, $0 \leq \gamma \leq 1$ (6)

This explains that if the value of γ equals zero, the difference between farmer's yield and efficient yield entirely due to statistical noise.

On the other hand, a value of one would indicate that the difference attributed to the farmer is less than efficient use of technology (Coelli T., 1995). The stochastic frontier analysis is mainly directed toward the prediction of inefficiency effects (Battese & Coelli, 1995). The most common output oriented measure of technical efficiency is introduced as a ratio of observed (actual) output (Y) to the corresponding stochastic frontier output (Y^*) which represents the maximum possible output.

$$TE_i = \frac{Y}{Y^*}$$

$$TE_i = \frac{f(X_i;\ \beta) + \exp\,(v_i - u_i)}{f(X_i;\ \beta) + \exp\,(v_i)}$$

Thus, the technical efficiency of production of the ith tea smallholder could be defined by;

$$TE_i = exp\,(-u_i) \quad (7)$$

The technical efficiency index (TE_i) equals one, if the farmer is perfectly efficient and equals zero if perfectly inefficient.

Analytical Technique: The following model specifications were used in the analysis.

Cobb-Douglas Model:

$$LnY_i = \beta_0 + \beta_1 lnX_{1i} + \beta_2 lnX_{2i} + \beta_3 lnX_{3i} + v_i - u_i \quad (8)$$

Where, Ln denotes logarithms to base e,

Y_i = Output (kilograms of green leaves per year)

X_{1i} = Land size (acres)

X_{2i} = labor (working hours per year)

X_{3i} = Fertilizer (kilograms per year)

β_i = Unknown parameters to be estimated
v_i = Two-sided random error that represents factors outside the control of the farmer
u_i = One-sided non-negative random error which represents the technical inefficiency

Inefficiency Model: The inefficiency model specified as follows (Battese & Coelli, 1995). The model consists of farmer and farm characteristics.

$$U_i = \delta_0 + \delta_1 Z_1 + \delta_2 Z_2 + \delta_3 Z_3 + \delta_4 Z_4 + \delta_5 Z_5 + \delta_6 Z_6 + \delta_7 Z_7 + \delta_8 Z_8 + W_i \quad (9)$$

Z_1 = Farmer's age (years)
Z_2 = Farming experience (number of tea growing years)
Z_3 = Family size (number of members in the household)
Z_4 = Level of education (number of years of schooling)
Z_5 = Age of tea plants (number of years)
Z_6 = Occupation (a dummy variable which equals one if the farmer involved in tea small cultivation only; zero otherwise)
Z_7 = Membership (a dummy variable which equals one if the farmer is a member of any farm organization, association or group; zero otherwise)
Z_8 = Access to credit (a dummy variable which equals one if the farmer has access to credit; zero otherwise)
W_i = Unobservable random variables
δ_i = Inefficiency parameters to be estimated

The maximum likelihood estimates of these models and the predicted technical efficiency are obtained by using the computer software, STATA version 14.

4. Results and Discussion

Descriptive Statistics: The descriptive statistics for variables in stochastic frontier production function model and inefficiency model are shown in Table 1. The results show that the total green leaves production is highly variable, ranging from 360 kilograms to 21,000 kilograms per year with a standard deviation of 3,666.02 kilograms. The mean value of land size is 1.11 acres and it ranges with minimum and maximum values of 0.25 acres and 5 acres respectively. The average utilization of labor for the year including family and hired labor is approximately 269.64 hours with the minimum at 96 hours and the maximum at 720 hours per year. The average value of fertilizer application is recorded at approximately 573 kilograms per year which affirms that there is a larger variation in amount of fertilizer application as it ranges in between minimum value at 75 kilograms to maximum value at 1,800 kilograms per year.

Table 1: Descriptive Statistics of Stochastic Production Frontier Model

Model	Variable	Mean	SD	Min	Max
Production function	Output (kg/yr)	3129.96	3666.02	360	21000
	Land size (ac.)	1.11	0.86	0.25	5
	Labor (hrs/yr)	269.64	138.39	96	720
	Fertilizer (kg/yr)	572.61	437.25	75	1800
Inefficiency model	Farmer's age	52.19	13.08	29	80
	Farm experience	19.58	9.46	1	56
	Family size	4.49	1.48	2	10
	Education	10.10	2.77	0	13
	Age of tea plants	15.35	7.11	1	36
	Occupation	0.73	0.44	0	1
	Membership	0.78	0.41	0	1
	Credit access	0.15	0.37	0	1

The descriptive statistics of inefficiency model in Table 1 explain that average age of smallholders in the sample is 52 years with minimum and maximum ages of 29 years and 80 years, respectively. The average farming experience is recorded as 19 years and it ranges from 1 to 56 years. The mean value of the family size is 4 to 5 members and it ranges between minimum and maximum values of 2 and 10, respectively. The

average level of education is approximately 10 years with a range of no education to 13 years and the average age of tea plants is 15 years ranging within 1 to 36 years. The occupation dummy variable explains 73 percent of tea smallholders are permanently engaged in tea cultivation on full-time basis and the remaining 27 percent has involved in secondary activity as well. Membership dummy variable shows 78 percent of tea smallholders is a member of any smallholders'/ farmers' union or group. The credit access is also a dummy variable and it reflects only 15 percent of smallholders in the sample have accessed credit facilities and 85 percent of smallholders have no access to credit as their unsatisfactory financial position has been an obstruction for that.

Table 2: Stochastic Frontier Estimation of Technical Efficiency Analysis

Variable	Coefficient	Standard Error
Land size	0.2931	0.06396
Labor	0.2013	0.07026
Fertilizer	0.8389	0.06323
Constant	1.8034	0.51367
Sigma_v (σ_v^2)	0.4016	0.04218
Sigma_u (σ_u^2)	0.5218	0.09502
Sigma^2 (σ^2)	0.4336	0.07627
Lambda	1.2991	0.13026
Gamma $(\gamma = \sigma_u^2/\sigma^2)$	0.6279	
No. of observations	200	
Wald chi2 (3)	717.63	
Prob > chi2	0.00	
Log likelihood	-185.73	
Likelihood-ratio test of sigma_u Chibar2 (01)	4.51	

The above test was conducted by estimating the stochastic frontier production function and a Likelihood-ratio test by assuming the null hypothesis of 'no technical inefficiency'. As indicated in Table 2, the inefficiency component of the disturbance term (u) is recorded as 4.51 and it is significantly different from zero. Therefore, the null hypothesis of technical inefficiency (H_0: Sigma_$u = 0$) cannot be accepted. This implies that inefficiency is statistically significant. The lambda (λ) value is also greater than one in all the cases. This further indicates the significance of inefficiency. The value of gamma (γ) is 0.6279. This implies that 62.79 percent variation in output is due to technical inefficiency. Accordingly, this confirms that technical inefficiency has a considerable impact on total green leaves production in the study area.

Estimates of Stochastic Frontier Production Function: According to the results of this model in Table 3, the p-value of land size, labor and fertilizer is recorded as 0.000. This confirms that these three input variables are highly significant at 1 percent level of significance. Hence, land size, labor and fertilizer have given a positive and significant effect on green leaves production of the study area. The coefficients in the model explain the output elasticity of each variable of which the highest coefficient recorded is fertilizer with an output elasticity of 0.8385. This value implies that increment of the quantity of fertilizer application by 1 percent will increase the total green leaves production by 0.84 percent. This could be explained by the observation that if the smallholders use more fertilizer kilograms per time, they can obtain larger portion of output per year. However, if tea smallholders use wrong ratios and inappropriate fertilizer variety, it might unintentionally affect their green leaves production as well.

Table 3: Maximum Likelihood (ML) Estimates for Tea Smallholdings

Variables	Coefficient	Standard Error	Z	P-Value
Land size	0.2855	0.05997	4.76	0.000
Labor	0.2388	0.06853	3.49	0.000
Fertilizer	0.8385	0.05634	14.88	0.000
Constant	1.3470	0.47252	2.85	0.004

Although the estimated ML coefficients of land size (0.2855) and labor (0.2388) explain a significant positive impact, the output elasticity of land size and labor are relatively and considerably less than that of fertilizer. The reason for the low output elasticity of land size could be the costs associated with land factor (such as land preparation cost, tea cultivation cost, etc.). These costs might have hindered the expansion of land factor which could have been highly elastic otherwise in an agricultural crop like tea. The reason for the low output elasticity of labor could be the use of unpaid family labor primarily, of which the level of productivity might be low due to informalities in application.

Determinants of Technical Efficiency: The determinants of technical efficiency were examined by using the parameter estimates of the inefficiency model. The results of the inefficiency model are depicted.

Table 4: Maximum Likelihood (ML) Estimates of Inefficiency Effects Model

Variables	Coefficient	Standard Error	Z	P-Value
Farmer's age	-0.0823	0.0460	-1.79	0.074
Farming experience	-0.1331	0.0691	-1.93	0.054
Family size	0.0494	0.2535	0.19	0.846
Education	-0.6196	0.2199	-2.82	0.005
Age of tea plants	0.1919	0.0908	2.11	0.035
Occupation	-2.4968	1.0185	-2.45	0.014
Membership	-6.5322	3.8288	-1.71	0.088
Credit access	-2.2343	1.0400	-2.15	0.032
Constant	3.6297	3.8276	0.95	
Sigma_v	0.4432			
No. of observations	200			
Wald chi2 (3)	757.20			
Prob > chi2	0.0000			
Log likelihood	-170.74			

In this model, a negative sign on an inefficiency parameter implies that the associated variable reduces the technical inefficiency or an increase in technical efficiency while a positive sign indicates that the associated variable increases technical inefficiency or reduce technical efficiency. The results of inefficiency model show that the level of education is highly significant at 1 percent level of significance while variables such as occupation, age of tea plant and credit access are significant at 5 percent level of significance. Although the farmer's age, farming experience and membership of a farmers' group are significant at 10 percent level of significance, family size has been insignificant in determination of technical efficiency. The results in Table 4 show that level of education is negatively correlated with technical inefficiency. It indicates that educated farmers are more efficient than less educated. The plausible reason for that is education enhances farmer's ability to make correct decisions relevant to better utilization of existing resources. In addition to that, as more educated farmers have required knowledge to access the valid and reliable information, they are capable of customizing to market changes and acquire new cultivation techniques. The coefficient of age of tea plant indicates a positive value and it implies when the tea plant is ageing, it increases the technical inefficiency (reduces technical efficiency) in tea smallholdings sector. Therefore, age of tea plant significantly influence on total green leaves production by stressing the importance of replanting to replace low productive aged tea plants. The results further reveal that famer's age and farming experience have negative and significant effects on technical inefficiency. This implies that older and well-experienced farmers are more efficient than young and less-experienced farmers. Their efficiency is due to their good managerial skills which they have possessed over time enabling them to utilize available resources in a proper manner in order to obtain a maximum output.

Further, experienced farmers have more confidence to adopt themselves to the changes in tea cultivation sector which gained over a long period of time. The coefficient of the dummy variable for occupation has negatively and significantly affected on technical inefficiency. This indicates that farmers who are only involved in tea smallholdings sector are more efficient than farmers who are involved in a secondary activity or occupation other than tea cultivation. Apparently, the reason for this disparity is that those who are

involved in this sector on full-time basis are capable of giving more attention to improve their operational efficiency than others. Membership of a farmers' group as a dummy variable has a negative and significant effect on technical inefficiency. It implies that the smallholder who is a member of any tea smallholders' group or union is more efficient than those who are non-members. The reason is; if the farmer is a member of any smallholders' union, he/ she is exposed to new information and knowledge on problems, developments and techniques on tea cultivation activities such as plucking, fertilizing, land development, replanting and financing as well. Therefore, it will lead to increase the level of technical efficiency of tea smallholders in the study area. The dummy variable for credit access shows a negative value and having a significant effect on technical inefficiency. It means if farmers who are having better access to the credit facilities are more efficient than farmers with less access or opportunities. This implies that if farmers have more access to credit facilities, they can utilize these funds for land development and expansion, increasing fertilizer application in order to get a maximum green leaves production.

Table 5: Frequency Distribution of Technical Efficiency (Cobb-Douglas Specification)

Technical Efficiency (%)	Number of Farmers	Percentage (%)
10-20	0	0
20-30	2	1
30-40	2	1
40-50	5	2.5
50-60	6	3
60-70	12	6
70-80	23	11.5
80-90	81	40.5
90-100	69	34.5
Total	200	100
Mean	0.8736	
Minimum	0.2213	
Maximum	0.9977	

The frequency and percentage distribution of technical efficiency measures are summarized in Table 5. The results reveal that approximately 86 percent of tea smallholders in Ratnapura district have achieved more than 70 percent technical efficiency level and 34.5 percent of tea smallholders have achieved high level of technical efficiency ranging in between 90 percent to 100 percent. In addition to that, 6 percent tea smallholders have recorded technical efficiency level in between 60 percent to 70 percent. However, only 7.5 percent tea smallholders operate below the 60 percent level of technical efficiency. The results confirmed that the technical efficiency of study area ranges in between minimum value of 22.13 percent to maximum value of 99.77 percent. The mean technical efficiency of tea smallholdings sector in Ratnapura district is 87.36 percent. This implies that output could be further increased by 12.64 percent under the given input level and technology. Importantly, the smallholdings sector in Ratnapura district has already achieved a high level of technical efficiency compared with 63.1 percent technical efficiency of tea smallholders in mid-country region of Sri Lanka (Basnayaka & Gunaratne, 2002). Therefore, by removing the 12.64 percent of inefficiency portion, tea smallholders in the study area can achieve maximum green leaves production using their available inputs and technology.

5. Conclusion

The mean technical efficiency of tea smallholdings sector in Ratnapura district was found to be 87.36 percent, implying technical efficiency of tea smallholdings sector in the study area could be further improved by 12.64 percent through better utilization of available resources with technology in existence. Although this overall efficiency level is satisfactory, 7.5 percent farmers in this area are still below the efficiency level of 60 percent. In accordance with the Cobb-Douglas stochastic frontier model, the estimated coefficients of land, labor and fertilizer positively and significantly affected the green leaves production of tea smallholdings sector in this area. This indicates that if any of these factors are further enriched, it apparently would have resulted in an increase in tea yield. Among these three input variables; fertilizer is identified as highly significant in determining the total green leaves production as it has recorded the highest positive coefficient. This requires

exceptional consideration as this coefficient represents the output elasticity of the fertilizer input. The findings of the inefficiency model revealed that farmer's age, farming experience, level of education, occupation, age of tea plants, farming group membership and credit access have a significant effect on technical efficiency in the study area. Apparently, negative coefficients of these variables indicate that an increase of these variables will reduce the technical inefficiency. The results of the inefficiency model stressed the high significance of farmer's level of education as a farmer characteristic and age of tea plants as a farm characteristic. Further, the results highly signified the farmer's full-time involvement and credit accessibility dummies as well in minimizing the inefficiency. Therefore, it is timely important to improve the level of agriculture and farm business management related education of farmers which provides them with such knowledge on effective and efficient utilization of key inputs. Besides, this knowledge would probably provide them with skills on managing finance and labor as well. In accordance with such educational attainment, they should be given more opportunities to access the formal credit market which ultimately affect the long-term investments as the industry still has local and international growth opportunities.

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Performance Evaluation and Improvement among Salesmen in the Nigerian Fast Moving Consumer Goods Sector

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Abstract: This study examined the impact of systematic performance evaluation on performance improvement among salesmen in the Fast Moving Consumer Goods Sector in Nigeria. This is occasioned by the peculiar nature of the job of the salesman which requires that specific attention be paid to the mode of performance evaluation deployed for them and its impact on their productivity. Using Yamane formula, convenience sampling method was used to select 263 respondents from the sales team of PZ Cussons Nigeria PLC. Four hypotheses were subsequently tested using correlation test. Based on the analysis, the study found a significant influence of clear, specific and challenging goals on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria. It was also deduced that there is no significant influence of detailed and timely feedback on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria. Furthermore, the study also revealed a significant influence of employee reward and recognition, as well as, training and development on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria. Based on the findings, the study recommended a clear, complete and inspiring job requirement of all salesmen so that the employee can continuously improve performance. Furthermore, feedback from appraisal and evaluation should also inspire, encourage and motivate salesmen without including any form of threat and fear of job security. Finally, Fast Moving Consumer Goods sector in Nigeria should embark on capacity development of human resources through training and mentoring. This study therefore contributes to limited studies on performance evaluation, as well as, validation of both the conceptual and theoretical postulations in the context of Fast Moving Consumer Goods sector in Nigeria.

Keywords: *Systematic performance evaluation; performance improvement; Salesmen; Fast Moving Consumer Goods Sector; regression analysis; Nigeria.*

1. Introduction

Achieving organizational objectives is highly impacted by the output of employees which continues to be improved. This thus requires that the performances of the individual employee are evaluated on a regular basis (Eze & Awolusi, 2018; Gbande, 2016; Idowu, 2017). Performance evaluation, in the view of Arvey and Murphy (1998), can be described as 'performance appraisal', 'performance management' and 'performance assessment'. Idowu (2017) and Lunenburg (2011) also defined the concept of performance evaluation as "the process of identifying, evaluating and developing the work performance of the employee in the organization, so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback, and offering career guidance". A handful of works have been undertaken by different scholars on this subject beginning with Arvey & Murphy in 1998 who used the annual review format to evaluate works that have been done in the past.

Akinbowale et al. (2013), using an approach similar to that of Arvey & Murphy (1998), focused on how the improvement in the employee performance will help in the achievement of overall company objective. As such, performance evaluation should be embedded in the organization's HRM (Akinbowale et al., 2013). Obisi (2011) also attributed the lack of competitiveness of some organizations to the absence of a robust strategy on performance evaluation. Daoani (2012) however opined that performance evaluation could have either positive or negative influences on individual employee performances. This view seems to be the mid-way between the earlier two above. Based on gaps identified in literature, the above studies are however limited by their lack of attention to the place of employee in setting goals and knowing the expectations of supervisors. Also lacking is an examination of the diverse methods, as well as, the impact of available performance evaluation (Eze & Awolusi, 2018; Gbande, 2016; Idowu, 2017).

Other scholars however seemed to have addressed the gaps in the earlier work. Prominent among them is Shaout & Yousif (2014) who opined that employees' level of engagement could be impacted by an effective performance evaluation in addition to improving their efficiency and effectiveness. The best way to identify the high performing employees in an organization is through regular evaluation of employees' performance and these are the ones who will always drive the continued attainment of organization's strategic objectives (Michlitsch, 2000). It is for this reason that Daoanis (2012) strongly recommended that there should be a diffusion of the organization's objective into the individuals' thereby ensuring that once all the employees' objectives are met, that of the organization is guaranteed. The shortcoming of this study lies in the failure to give a definite description of a 'high performing employee' when current realities shows that productivity is impacted by different soft and hard workplace factors. While agreeing that performance evaluation could negatively or positively impact performance of the employees, Daoanis (2012) who gathered his data via the quantitative and qualitative methodologies, concluded that there could possibly be other factors that will impact on employee performance (Oladejo & Awolusi, 2018; Eze & Awolusi, 2018). He thus identified the following gaps that could have an impact on the employee performance and these are: no appropriate rewards are given to best employees, appraisal system was not fully explained to employees, no feedback of results and employees do not participate in the formulation of evaluation tools (Daoanis, 2012).

If it truly wants to succeed and sustain its competitiveness. For this reason, suggested that the individual employee will be able to influence his career progression having determined what are his own personal strengths and weaknesses and working on them. PZ Cussons Nigeria PLC operates in the consumer packaged goods business in Nigeria, manufacturing and distributing such well-known brands. They operate in the Personal Care, Food and Nutrition, Home Care and Electrical categories where their brands such as Imperial Leather, Cussons Baby, Morning Fresh, Thermocool and Robb are either the market leader or a strong number two. With its vast distribution network spread across Nigeria, PZ Cussons Nigeria PLC employs different levels of sales men ensuring the availability of their products in all relevant retail outlets. With a 15% growth in revenue in the operating year 2016 (PZ Cussons Annual Report, 2017), PZ Cussons Nigeria PLC is one of the few companies that were able to outperform the Nigeria economic trend in a year of fiscal recession. This thus makes it a veritable case study for a research that focuses on the performance evaluation and improvement, especially among their sales men who are in the frontline of their business activities. PZ Cussons Nigeria PLC has salesmen all over the country structured geographically along Lagos, West, Middle Belt and North. Each of these territories is headed by a Regional Sales Manager. The company in the last three years has been focusing on building capabilities among its sales team. The challenge however is that these efforts are not coming from identified gaps among the sales team.

Problem Statement: The nature of the work of the salesman is quiet peculiar and different from that of all other functions in an organization. This peculiarity requires that specific attention be paid to their performance evaluation processes and how it impacts their performances. Although many studies have been done concerning performance evaluation on employees generally, not many have been done specifically for salesmen, especially in Nigeria. This is perhaps the challenge PZ Cussons Nigeria PLC faced in that the same approach of developmental needs identification and trainings are been deployed to all employee cadres, including the sales team. With the numerous methods of performance evaluation available to the Human Resources Managers and the processes involved, it therefore becomes imperative that we examine the effect(s) of the different stages of the performance evaluation process on the performance of the salesmen. The organization therefore owes itself the duty of ensuring.

That performance evaluation contributes positively to employee performance. Studies in the past have employed single factor analysis to evaluate the performance of sales people. Such factors as functional knowledge and the influence of leadership styles have been used (Krishnan, Netemeyer, and Boles, 2002). This study thus helps to fill the gap in study by assessing the influence of performance evaluation of salesmen and conducting the study based on certain key variables such as clear, specific and challenging goals, detailed and timely feedback, employee reward and recognition, in addition to training and development on salesmen performance**.** Furthermore, past works had centered on worker motivation and staff evaluation in the government and corporate entity. This is coming rather from a not very good sales performance in 2016 when sales declined by 5% over 2015. Numerous studies have examined the importance of performance evaluation in various ways to ensure improvement.

In the performance of the organization (Champonda, 2014; Jabeen, 2011; Saeed and Shah, 2016; Singh and Rana, 2015; Sabeen, Mehboob, and Muhammad, A., 2008). Consequently, the main purpose of the study is to assess the impacts of performance evaluation of salesmen on their performances with a focus of the fast moving consumer goods sector in Nigeria. As such, examined how the different methods of performance evaluation affect the productivity of salesmen in the sector in focus. That notwithstanding, the specific objectives of this study are as follows:

- To assess the influence of clear, specific and challenging goals on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria.
- To assess the influence of detailed and timely feedback on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria.
- To assess the influence of employee reward and recognition on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria.
- To assess the influence of training and development of salesmen on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria.

Thus, there is no present examination that has concentrated on performance evaluation and improvement among salesmen in the fast moving consumer goods sector; this investigation subsequently tries to fill this learning hole by studying the impact of performance evaluation on salesmen performance in fast moving consumer goods sector concentrating on PZ CUSSION, Nigeria**.** Based on the specific objectives above and the background of the study, the following questions shall guide the study:

- Is there any significant influence of clear, specific and challenging goals on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria?
- What is the influence of detailed and timely feedback on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria?
- Is there any significance influence of employee reward and recognition on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria?
- What is the influence of training and development of salesmen on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria?

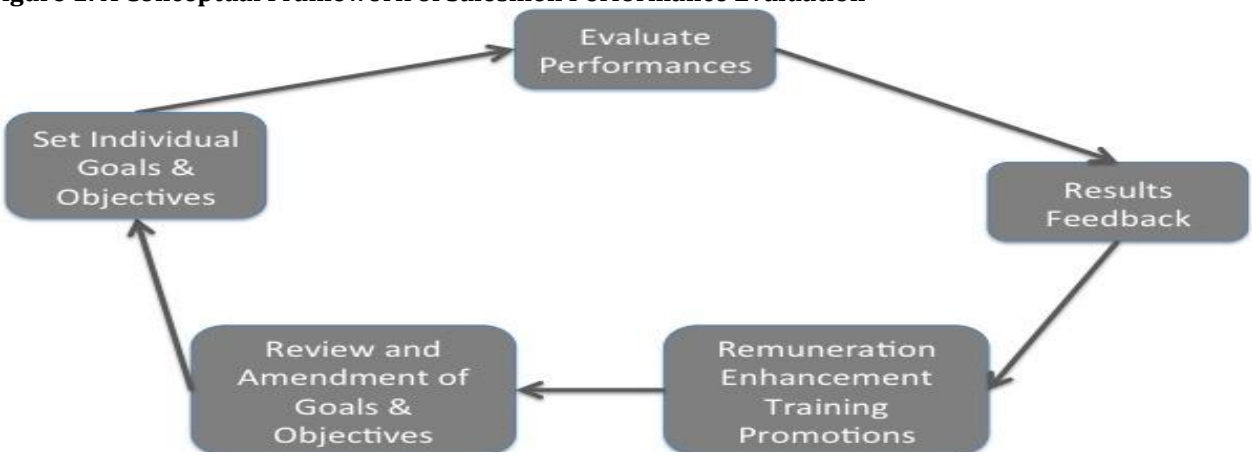
The unique and evolving nature of the job of a salesman makes it imperative that this type of study is conducted at this time of economic dynamism. This urgent importance of the need to understand of the motivating factors to the job of a salesman was also raised by Dubinsky (1998). For any organization to meet its objective and remain competitive in the long run, its crop of employees must be fully engaged and motivated. It is therefore important that the sum total goals and objectives of the individual employee become the overall goals of the organization and we find a way of regularly measuring and ensuring that the organization meets its objectives (Daoanis, 2012). An attempt to resolve these lingering controversies regarding the most effective way to measure and evaluate the salesmen's job and how this will impact their performances is what this current study is all about. It is hoped that this work will assist practitioners in sales and human resources to come up with the most effective and efficient methods of performance evaluation which will help the salesmen to improve their performances. In addition, scholars will also find the work useful in that it will afford them a new angle at viewing and evaluating the different theories of motivation, especially as it concerns salesmen in the fast moving consumer goods sector of the economy.

2. Review of Related Literature

Conceptual Review: Meeting the overall goals and objectives of an organization is dependent on how far each individual employee is able to meet their own goals. This is what underscores the importance of periodic individual performance evaluation, especially as it affects the overall organization goal achievement. Terms such as 'performance appraisal', 'performance management' and 'performance assessment' have been used by Arvey and Murphy (1998) to give definition to performance evaluation. It is the same process which has been defined as "the process of identifying, evaluating and developing the work performance of the employee in the organization, so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback, and offering career guidance" by Lunenburg (2011). In concord, Sanyal & Biswas (2014) viewed performance evaluation as the process of

measuring and controlling the performance of individual employee with a view to see how well it contributes to the organizational goal. This study is expected to deepen the understanding of HRM practitioners, sales managers and interested scholars in this critical subject of performance evaluation as it sits within performance management. This we will do by drawing the relationships between performance evaluation of salesmen and their on-the-job performance as these will be the two variables that will be examined in this work. And this will be specially focused on the fast moving consumer good, sector in Nigeria.

Figure 1: A Conceptual Framework of Salesmen Performance Evaluation



Adapted from Mabey's Performance Management Cycle (Gbande, 2016)

Figure 2: Conceptual Model for the Study

Empirical Review and Development of Hypotheses

Objective Setting: The effective attainment of organizational goals is perhaps the number one focus of any process of performance evaluation and it is the individual objectives that performances are measured against (Lunenburg, 2011). It therefore becomes imperative that critical attention is paid to this stage of the performance evaluation process. The renewed interest in performance management in the recent past has brought about a lot of focus on what Lunenburg (2011) and Gbande (2016) have referred to as "results, output, and goals". In this study, they concluded that when goals are made very clear, it aids improved performance for the employee. This stand is in concord with Goal Setting Theory propounded and expatiated by Latham & Locke. The theory strongly recommends that for a sustained optimum employee performance, goals must be clear, specific and challenging (Gbande, 2016; Lunenburg, 2011). It therefore follows that if we

desire an effective and efficient performance from salesmen, goals and objectives need to be made clear at the beginning of every period to be reviewed (Gbande, 2016; Lunenburg, 2011).

As such, salesmen will have a higher probability of achieving their objectives when it is stated very clearly without, any room for ambiguity. Rainey and Jung (2015) found, that when goals and objectives are made clear as opposed to being ambiguous, it leads to an improved performance. This is because ambiguity breeds uncertainty in a work environment thereby hindering the motivation for employees to perform at the optimum of their ability (Bronkhorst et al., 2015). The works here reviewed have focused largely on the developed economies and not particularly on the specific roles of salesmen. Although, it is expected that the case of salesmen in the Fast Moving Consumer Goods sector in Nigeria will be similar to these body of works.
Hypothesis 1 (H1): Clear, specific and challenging goals will lead to improved performance among salesmen in the Fast Moving Consumer Goods sector in Nigeria.

Actionable Feedback: The objective of performance evaluation should be to "deliver more actionable feedback that produces greater learning, less defensiveness, and more appropriate action" (Gbande, 2016; Lunenburg, 2011: 67). Ideally, feedback should help the employee close the gap between current performance and the desired optimum performance. As such, feedback from the performance evaluation process will be deemed to have been successful if there is an improved performance from the employee that resulted from a new action or when a decision is made by the employee to consciously improve (McCarthy, 2017). However, for feedback to produce the desired results that is improved performance, Casas-Arce et al. (2015) believes it should be given infrequently, perhaps monthly, quarterly or annually and must be detailed. Conversely, when feedback becomes too frequent and less comprehensive, it loses its impact. Therefore, the timeliness as well as the objectively detailed nature of the feedback becomes quite imperative allowing the employee process the information (Gennaioli and Shleifer, 2010). A detailed feedback will allow for the identification of those activities or behaviors that are helpful for the achievement of objectives and needs to be reinforced. It will at the same time highlight those actions that are inimical to the achievement of the organization's objectives and need to be dropped (Casas-Arce et al., 2015).
Hypothesis 2 (H2): Detailed and timely feedback will lead to improved performance among salesmen in the Fast Moving Consumer Goods sector in Nigeria.

Rewards and Recognition: Higher productivity and improved performance has been associated with employees who are motivated and satisfied with their working conditions, including their wages (Caligiuri et al., 2010). This is just as reward and recognition could be either financial or non-financial in nature (DeCenzo & Robbins, 2010). In other to ensure that rewards and recognition helps to drive organizational objective, it is important that this is tied to achievement of specified individual objectives. It is for this reason that Caligiuri et al. (2010) averred that clear criteria should be set for determining which employee to reward and this can be easily done through periodic performance evaluation. Since the goal of recognition is either to reinforce behaviors that support high level performance or to redirect or correct the underachiever, it becomes important that it be used objectively among the employees. As Tessema et al. (2013) argued that when not applied rightly, reward and recognition could become a demotivating factor and depress employee morale. It is also imperative to note that negative factors of motivation, such as the fear of loss of job, could serve same purpose of driving improved performance for the underachiever (Gbande, 2016; Lunenburg, 2011). On this basis, I propose the following hypothesis:
Hypothesis 3 (H3): Employee reward and recognition will lead to improved performance among salesmen in the Fast Moving Consumer Goods sector in Nigeria.

Developmental Needs Identification: Identification of the key areas of required improvement in the skill sets of a salesman is a pivotal element of the performance evaluation process (Saeed & Asghar, 2012). Thus, performance evaluation will help to reveal the degree to which individual employee's knowledge, and skills match the job requirements (Gbande, 2016; Lunenburg, 2011). Other scholars however seemed to have addressed the gaps in the earlier work. Prominent among them is Shaout & Yousif (2014) who opined that employees' level of engagement could be impacted by an effective performance evaluation in addition to improving their efficiency and effectiveness. When the skills needed to do an effective job is lacking in a salesman, developmental strategy can be put in place for such employee. It has been generally agreed that training will help the employees to have a better way of utilizing the resources of the organization, which

results from improvement in their skill set (Blanchard & James, 2007). Improved skills will generally lead to improved efficiency and higher productivity (Saeed & Asghar, 2012). To this end, I propose the following hypothesis:

Hypothesis 4 (H4): Training and development of salesmen will lead to improved performance among salesmen in the Fast Moving Consumer Goods sector in Nigeria.

Theoretical and Empirical Reviews of the Study

Performance Evaluation: A handful of works have been undertaken by different scholars on this subject beginning with Arvey & Murphy in 1998 who used the annual review format to evaluate works that have been, done in the past. In 2013, Akinbowale et al. using an approach similar to that of Arvey & Murphy (1998), focused on how the improvement in the employee performance will help in the achievement of overall company objective. As such, performance evaluation should be embedded in the organization's HRM (Akinbowale et al., 2013). Obisi (2011) attributed the lack of competitiveness of some organizations to the absence of a robust strategy on performance evaluation. Daoani (2012) however opined that performance evaluation could have either positive or negative influences on individual employee performances. This view seems to be the mid-way between the earlier two above. These works are however limited by their lack of attention to the place of employee in setting goals and knowing what the expectations of their supervisors are. Also lacking is an examination of the diverse methods of performance evaluation that are available and what their impact could be. It is in view of the above that these authors undertake a study to compare those methods of performance evaluation that have been in use for a long time and those that have been recently introduced into the practice of HRM. From this comparative analysis came what they referred to as "an appropriate Fuzzy performance evaluation model" (Sahout & Yousif, 2014, 976). Some the older methods considered includes the Ranking Method, Graphic Rating Scales, Critical Incident; Narrative Essays while Management by Objectives.

Behaviorally Anchored Rating Scale, Human Resource Accounting, Assessment Centers and the 360-Degree feedback method were the more recent ones. The analysis was in tabular form which enumerated the strengths and weaknesses of each method. While older methods identified by Sahout & Yousif (2014) were simply focused on isolated tasks and functions which could be quiet mundane in approach, the more recent and modern methods tend to be more inclusive with employees being a part of defining their objectives (Sahout & Yousif, 2014). The more pronounced drawback for the older methods is their subjective nature wherein the results of the evaluations are totally dependent on the whims of the supervisors (Dessler & Gary 2011). And this drawback of subjectivity has been remedied by their transparency and the involvement of more people rather than only the supervisor (Sahout & Yousif, 2014). The best way to identify the high performing employees in an organization is through regular evaluation of employees' performance and these are the ones who will always drive the continued attainment of organization's strategic objectives (Michlitsch, 2000). It is for this reason that Daoanis (2012) strongly recommended that there should be a diffusion of the organization's objective into the individuals' thereby ensuring that once all the employees' objectives are met, that of the organization is guaranteed. The shortcoming of this study lies in the failure to give a definite description of a 'high performing employee' when current realities shows that productivity is impacted by different soft and hard workplace factors. While agreeing that performance evaluation could negatively or positively impact performance of the employees.

Daoanis (2012) who gathered his data via the quantitative and qualitative methodologies concluded that there could possibly be other factors that will impact on employee performance. He thus identified the following gaps that could have an impact on the employee performance and these are: "no appropriate rewards are given to best employees, appraisal system was not fully explained to employees, no feedback of results and employees do not participate in the formulation of evaluation tools" (Daoanis, 2012: 29). The organization therefore owes itself the duty of ensuring that performance evaluation contributes positively to employee performance if it truly wants to succeed and sustain its competitiveness. For this reason, suggested that the individual employee will be able to influence his career progression having determined what are his own personal strengths and weaknesses and working on them. Having established the linkage between regular and objective performance evaluation and employee improved performance in the IT Industry in Indian, Sanyal & Biswas (2014) could identify the reality of Herzberg's theory of motivation especially among

the white collar workers who are mostly highly educated. In their opinion, the foundation for an effective performance evaluation is goal setting and a continuous monitoring of the performances of the employee. This finds a place in the proposed theoretical framework for this study that posits that for performance evaluation to have a positive impact on the salesmen, the basis has to be at the goal setting stage. In his own work, Obisi (2011) emphasized the importance of feedback and training need identification during the performance evaluation process.

With a focus on organizations in Nigeria, he opined that this process has not been quiet beneficial to these organizations due to the fact employees are usually oblivious of the areas of improvement required of them, thereby defeating the overall objective of performance evaluation (Idowu, 2017). This is the view shared by Ivancevich and Konopaske (2013) who suggested that for the performance evaluation process to help employees improve on their works, improvement areas need to be identified and the trainings put in place to facilitate improvements. These positions further validate the need to examine the effect of actionable feedbacks and developmental needs identification, as critical processes in the performance evaluation, on the performance of salesmen in Nigeria. This is what the theoretical framework for this study sets out to do, especially as it seems no such work, focusing on salesmen in the fast moving consumer goods sector of the Nigerian economy had been undertaken in the past.

Salesmen Performance: The current business environments is so competitive and constantly changing and therefore create the necessity for organizations to keep looking for new and better ways of ensuring that employees are constantly improving on their performances. This is more required for the sales team members who interface with the customers that needs to be delighted at all times (Awolusi & Atiku, 2019; Baier et al., 2012). It therefore follows that any organization that wants to drive sustainable profitability will have to strive to improve the performance of its sales force (Baier et al., 2012 and Michlitsch, 2000). Madhani (2015) agrees with this view and averred that a motivated sales team will ensure that targets are regularly met. HRM practitioners and top management in organizations therefore need to begin to pay attention to both 'the results' and 'the processes' that produced the outcomes been evaluated if we truly want to integrate performance evaluation as a motivating factor. These two approaches have been elaborated by Madhani (2015) as "behavior based" and "outcome based" performance evaluations. This is the view shared by Damnjanovic and Krulj (2005) who opined that the salesman's performance is greatly influenced "external, personal (individual) and internal factors" and thus defined those as behavior based and results based evaluations.

Stretching this thought further, Damnjanovic and Krulj (2005) strived to understand the various factors that will have an impact on the evaluation of a salesman using the quantitative research methodology. It is through this study that they concluded that it is not enough to judge the performance of a salesman via sales result only. Using the regression-based capacity and productivity model, Baier et al. (2012: 42) concluded that it is expedient that a salesman be evaluated on the basis of "sales productivity, territory potential and years of experience". In order to therefore have the performance evaluation that will have a positive impact on its employee, the organization will have to find a balance between these two views. Salesmen will generally be on the look out to see what are the outcomes, if any, of the process of performance evaluation at the end of the business year; and this informed the opinion of Daoanis (2012) who averred that such career defining activities like promotions, salary review, trainings and other salesmen developmental programs should be based on performance evaluations. In Nigeria, this is not what is prevalent in lots of organization. Performance evaluations are principally used to measure how each employee or a unit fared versus the objectives that were set at the beginning of the year (Obisi 2011). Most organization employs such quantitative metrics as sales volume, sales value, number of customers, and growth over previous year.

As the basis of evaluating the job of their salesmen (Jolson et al., 1993). Munshi and Hanji (2014) however averred that there are other qualitative factors which help in the achievement of these quantitative results. They thus suggested that these qualitative metrics need to be evaluated just as we evaluate the quantitative factors. A robust analysis of already produced works on this subject was done by Munshi and Hanji (2014) who used the qualitative research methodology (Lapan, Quartaroli, and Riemer, 2012) in the collation of secondary data while also using the phenomenology research methodology (Gbande, 2016). As this present work will be looking at factors like "customer service/orientation, sales enhancement ability, product

knowledge, presentation skill and team work", we can then make similar deductions as in the works of Munshi and Hanji (2014) which focused on retail sales people. On the other hand, the mixed method of research proposal (Creswell, 2003) which entails using structured questionnaires and interviews to gather quantitative and qualitative data respectively were used by Daoanis (2012) in the work titled "Performance Appraisal System: It's Implication to Employee Performance". It is from this study that Daoanis (2012) concluded that whatever method of performance evaluation employed by an organization can potentially impact performance of the employee, either in a positive or negative way.

Therefore, it becomes important that we have a deeper understanding and appreciation of the various performance, evaluation methodologies that are been used for salesmen in the fast moving consumer goods sector. We will also seek to know if these evaluations have any impact on the performance of the salesmen and to what extent if there are any. The Human Resources Management (HRM) has within its purview selected theories of performance improvement and management within which we will situate the impact and importance of performance evaluation. As such, we will conduct this study bearing in mind the Goal Setting Theory which was expounded by Edwin Locke in 1968 and the Expectancy Theory initiated by Victor Vroom in 1964 (Gbande, 2016; Lunenburg, 2011). Thus, building on the Goal Setting Theory, Lunenburg (2011) opined that employees will work assiduously to ensure that they achieve those goals which they were part of drawing up or setting for themselves and their units. This they do by following through with any improvement areas discovered during performance evaluation done within the period under review. As such, we see employees making adjustment in their operational tactics and possibly strategies to meet any shortfall. The Expectancy Theory on the other hand only focuses on different employees individually respond to different motivating factors without necessarily underlining any specific factor of motivation. Some of these theories are examined in detail bellow.

Organizational Theory – Resource Based View: Different scholars have at various times attributed different elements to have contributed to the improved performance of organizations. One of such is the Resource Based View as popularized by Lunenburg (2011). Proponents of this theory averred that there are some resources available to the firm which allows it to out-perform its competitors while there are those which enables to have long term competitiveness (Grant 1991; Wernerfelt 1984). Jarvenpaa and Leidner (1998) thus opined that the focus of the RBV is the correlation between the competitiveness of an organization and the resources it possesses and deploy effectively. It is in view of the aforementioned that Wade and Hulland (2014) affirmed that resources are those materials and skills that enables an organization spot opportunities in the market and take advantage of them. Apart from the controversy surrounding the most effective performance evaluation of the salesman's performance that prevailed in various literatures, it must be stated that a lot of works has been done on the subject matter but little consideration has been given to how performance evaluation impact salesmen performance. Findings of Rainey and Jung (2015) reveal that when goals and objectives are made clear as opposed to being ambiguous, it leads to an improved performance. Despite this finding, firms in the fast moving consumer goods sector are still found wanting in setting challenging, clear and inspiring goals that will increase performance. However, findings in this current study will fill this gap in literature and will hopefully create more gaps in research that future researchers will fill.

3. Methodology

Research Design, Strategy and Method of Data Gathering: Quite a number of studies have been done in the past on the subject of performance evaluation (Daoanis, 2012, Arvey and Murphy, 1998, Shaout and Yousif, 2014, Obisi, 2011, etc.) with focus on Western European countries. Scholars such as Akinbowale, Jinabhai and Lourens, (2013) on the other hand conducted similar studies within the Nigerian context, but specific to the banking sector. With these works done, the peculiarity of the salesman's job has yet to be looked into deeply. For this reason, this study will be focusing on the sales people in the fast moving consumer goods sector in Nigeria. We have therefore employed the use of the quantitative research methodology to test these hypotheses. We thus deployed what Vogts (1999) referred to as "a causal-comparative research" to understand the correlation between these two variables where performance evaluation has been classified as the independent or predictor variable and the performance of the salesman as the dependent variable. The quantitative research assigns numerical values to variables in other to

examine their relationship (Oladejo & Awolusi, 2018; Eze & Awolusi, 2018). However, since data for this study were collected via structured questionnaires that were administered to randomly selected respondents; the findings were further transformed into a quantitative form so as to be able to carry out a further analysis. However, the researcher adopted descriptive quantitative research methodology. Since it helps to understand the behavior of the variable of interest in the study. In order to be able to attach numerical values to responses from this research, I have deployed questionnaires were planned using the Likert Scale format (Clason and Dormody, 1994).

Population of the Study: As this research has been limited to PZ Cussons Nigeria PLC, the sales team of the company thus becomes the population of this study. This is in line with Lunenburg (2011) who opined that a population for a research study must be defined by at least one common characteristic which will differentiated it from any other group (Oladejo & Awolusi, 2018; Eze & Awolusi, 2018). This is due to the affirmation made earlier that for an optimal evaluation of the work of a salesman, it has to be done with either 'result based' or 'behavior based' metrics (Damnjanovic and Krulj, 2005). As such, the sales team of the company is quiet distinct from all the other units of the company like finance, human resources, technical, supply chain or even the marketing teams. The composition of the sales team of PZ Cussons Nigeria PLC is defined as follows:

Table 1: Breakdown of the Sales Team of PZ Cussons Nigeria PLC

Designations	Number	%
Branch Managers	7	1%
Regional Sales Managers	31	4%
Field Sales Managers	81	11%
Secondary Sales Force	648	84%
Totals	767	100%

In this case, the findings of this study will be applicable specifically to the sales team in this company as advanced by Govender and Abratt (2016).

Sampling Design and Sample Size: As the defined population for this study is too large, we will be constrained to select a sample which will be a true representative of the population. Selecting a sample from the population will allow us to observe and analyze our findings (Govender and Abratt, 2016). This is agreement with Lunenburg (2011) who argued that sampling is a way of selecting a part to be a representative of the whole. For the purpose of this study, the convenience sampling method has been used. This method has been described by Govender and Abratt (2016) as an arbitrary and unstructured way of choosing items from the whole population. This sampling method was chosen because of its relative effectiveness in terms of costs and time spent when compared to other methods of sampling. In addition, to determine the appropriate sample size to be used, the study adopted the sample size determination formula put forward by Yamane (1967, p.886). With a population of 767 sales people and a sampling error of 0.05, the sample thus becomes approximately 263 sales men and women. Consequently, convenience sampling method was used to select 263 respondents from the sales team of PZ Cussons Nigeria PLC. Table 2 depicts the sample size distribution of the questionnaire among the strata of the sales team.

Table 2: Sample Size Breakdown of the Sales Team of PZ Cussons Nigeria PLC

Designations	Number	%	# Respondents
Branch Managers	7	1%	3
Regional Sales Managers	31	4%	11
Field Sales Managers	81	11%	28
Secondary Sales Force	648	84%	221
Totals	767	100%	263

Data Analysis Strategy: As I have conducted an experimental quantitative research (Govender and Abratt, 2016), the data gathered have been made easy for the readers to have a quick understanding using tables, charts, graphs and other relevant non-textual elements in this work. With the different elements and variables considered, data obtained in this research have been tabulated. Descriptive analysis (Easterby-

Smith et al., 2012, pp.251-257) were then used to give more meaning to the tables and graphs that were presented. Since this study is considering the results of the salesman which are usually expressed in figures and his behavioral aspects, it became important that I make a distinction as well in the analysis. To this end, mean and standard deviation were used to analysis those results of the salesman that can be quantified and treated as a continuous variable. Furthermore, to test the hypotheses, correlation method was used. This method makes use of P values to assess the influence among variables. Thus decision would be made by comparing the level of significance with the P value. However, in other to achieve this, statistical software known as SPSS was used.

Reliability and Validity of the Research Instrument: For a study of this magnitude and importance to be adjudged empirically applicable, it must pass the test of reliability and validity (Awolusi, 2018; Awolusi, Mbonigaba, & Tipoy, 2018; Mohajan, 2017). While validity refers to the accuracy and how stable the instruments used are, reliability refers to the consistency of the instrument to deliver same results when administered to different respondents, even at different times (Heale & Twycross, 2015). As such, this study has employed the five-point Likert Scale (Sullivan and Anthony, 2013) to achieve the desired result. Reliability alludes to the consistency of discovery even after the questionnaire was administered (Gbande, 2016; Lunenburg, 2011). Cronbach's alpha coefficient was utilized to test the interior dependability of the survey. Validity of the survey instrument is a measure of what is expected to measure. The project supervisor and the specialists confirmed the instrument regarding content, construct and face validity, this process gave rise to a pilot test conducted (Gbande, 2016).

Critical Analysis of Methodology: The quantitative research methodology is famed for its ability to make a separation between the feelings and thoughts of the researcher from the results of the work (Awolusi, 2018; Awolusi et al., 2018). This ensures that the results obtained from using this methodology does not suffer from the subjectivity of the researcher, and this to a large extent. Lunenburg (2011) attests to the scientific nature of the quantitative research method in its analytics and conclusion drawings using an approach that is experimental. This then helps to cement the notion that it is possible to be objective, factual and less subjective even in management and social sciences (Awolusi, 2019; Awolusi & Atiku, 2019; Yamane, 1967). Due to the use of mathematical models in analyzing data, the quantitative research methodology can validate assumptions with a measure of certainty (Williams, 2017). This methodology, which stems from the physical sciences will provide validating answers to questions as to 'how many' or 'how much' rather than merely 'how' (Sullivan and Anthony, 2013). Notwithstanding this possibility of this validity, it is important to "to have a sample that properly represents the population even if the precision is lower because of a small sample" (Easterby-Smith, 2012, Pg. 225). This underlies the critical importance of having the appropriate sample size from which we can generalize. Therefore, it becomes imperative that when the decision about the composition of the sample for the study is been decided, conscious effort should be made to balance representation and precision.

Possible Alternative Data Analysis Approach: The qualitative research methodology or the mixed methods of research are the other options that could have been employed for this study. In the words of Bogdan & Biklen (1998), the qualitative research is an inductive means of research which helps us to make a better sense of "people construct meaning and to describe what those meaning are". The short coming of the qualitative research methodology is the fact it always involves a more limited number of respondents that could not be enough for a robust representation of the entire population. This makes its conclusions not having enough strong bases and this is in spite of its versatility (Easterby-Smith et al., 2012). The mixed method on the other hand is preferred for its ability to be used as a complementary approach to either of the qualitative or the quantitative methods and this coming from the possibility of mixing the two approaches and having the best of both (Gbande, 2016; Lunenburg, 2011). The challenge here however is the difficulty of mixing the data from these two distinct sources.

While we could agree that it is difficult to conclude that there is a better methodology when compared to the others, the different methods are able to complement each other with their respective strengths and weaknesses. In addition, when we rely solely on data obtained to test our hypothesis, we could run into a Type II error (Easterby-Smith et al., 2012). Bearing all the above in mind, we have endeavored to ensure that: we designed the questionnaire in such a way that the respondents will easily understand without

compromising on the research objectives; we have also ensured that we provide explanation for each individual table and charts so that it will be easily understood. We could also be faced with the ethical issue of how to handle the identity of the respondents who could be nursing the fear of reprisals from senior management (Easterby-Smith et al., 2012). Respondents were not to submit personal details which could make it easy to know who responded; anonymity was highly safeguarded in order to protect the respondents.

4. Results and Discussion of Findings

Respondents' Demographic Characteristics: The respondents' distributions were analyzed using tables, percentage, distribution, graphs and charts. The Table 3 below shows the number of administered questionnaires as well as the number of those retrieved. It details the number of questionnaires administered to each of the designations and the number retrieved. As can be seen from the table, out of 263 items of questionnaires administered, 243 were retrieved which represents 92.4%.

Table 3: Total Administered and Retrieved Questionnaires

Designations	Number	Number Administered	Number Retrieved
Branch Managers	7	7	4
Regional Sales Managers	31	26	20
Field Sales Managers	81	60	55
Secondary Sales Force	648	170	164
Totals	767	263	243

Source: Research's Field Work

Test of Hypotheses

Test of Hypothesis One: H_0: There is no significant influence of clear, specific and challenging goals on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria.

Table 4: Correlations for Hypothesis One

		Clear, Specific Challenging Goals	Salesmen Performance
Clear, specific challenging goals	Pearson Correlation	1	.188**
	Sig. (2-tailed)		.003
	N	243	243
Salesmen Performance	Pearson Correlation	.188**	1
	Sig. (2-tailed)	.003	
	N	243	243

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Output from SPSS

The Table 4 above shows the result of the correlation test. As can be observed from the table, there is a significant positive but weak relationship between clear, specific and challenging goals and salesmen performance with the Pearson correlation value of 0.188 and p-value of 0.003. Since the p-value is lower than 0.05, the null hypothesis that there is no significant influence of clear, specific and challenging goals on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria is rejected. Thus it is concluded that there is a significant influence of clear, specific and challenging goals on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria.

Test of Hypothesis Two: H_0: There is no significant influence of detailed and timely feedback on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria.

Table 5: Correlations for Hypothesis Two

		Salesmen Performance	Detailed and Timely Feedback
Salesmen Performance	Pearson Correlation	1	.067
	Sig. (2-tailed)		.299
	N	243	243
Detailed and timely feedback	Pearson Correlation	.067	1
	Sig. (2-tailed)	.299	
	N	243	243

Source: Output from SPSS

The Table 5 above shows the result of the correlation test. As can be observed from the table, there is no significant relationship between detailed and timely feedback and salesmen performance with the Pearson correlation value of 0.299 and p-value of 0.067. Since the p-value is greater than 0.05, the null hypothesis that there is no significant influence of detailed and timely feedback on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria is refused to be rejected. Thus it is concluded that there is no significant influence of detailed and timely feedback on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria.

Test of Hypothesis Three: H_0: There is no significant influence of employee reward and recognition on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria.

Table 6: Correlations for Hypothesis Three

		Salesmen Performance	Employee Reward and Recognition
Salesmen Performance	Pearson Correlation	1	.764
	Sig. (2-tailed)		.002
	N	243	243
Employee Reward and Recognition	Pearson Correlation	.764	1
	Sig. (2-tailed)	.002	
	N	243	243

Source: Output from SPSS

The Table 6 above shows the result of the correlation test. As can be observed from the table, there is a significant positive and strong relationship between employee reward and recognition on salesmen performance with the Pearson correlation value of 0.764 and p-value of 0.002. Since the p-value is lower than 0.05, the null hypothesis that there is no significant influence of employee reward and recognition on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria is rejected. Thus it is concluded that there is a significant influence of employee reward and recognition on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria.

Test of Hypothesis Four: H_0: There is no significant influence of training and development of salesmen on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria.

Table 7: Correlations for Hypothesis Four

		Salesmen Performance	Training and Development of Salesmen
Salesmen Performance	Pearson Correlation	1	.130*
	Sig. (2-tailed)		.042
	N	243	243
Training and Development of Salesmen	Pearson Correlation	.130*	1
	Sig. (2-tailed)	.042	
	N	243	243

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Output from SPSS

The Table 7 above shows the result of the correlation test. As can be observed from the table, there is a significant positive but weak relationship between employee reward and recognition on salesmen performance with the Pearson correlation value of 0.130 and p-value of 0.042. Since the p-value is lower than 0.05, the null hypothesis that there is no significant influence of training and development on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria is rejected. Thus it is concluded that there is a significant influence of training and development on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria.

Discussion of Findings: The study found that there is a significant influence of clear, specific and challenging goals on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria. This implies that salesmen performance in most fast moving consumer goods prefer to work in an environment where sales task is clearly assigned with specific responsibility and non-interference by other units or persons. However, with a clear and challenging goal employee will perform optimally. Thus, salesmen will have a higher probability of achieving their objectives when it is stated very clearly without any room for ambiguity or vagueness. In addition, a clear, standardized and defined system, values and processes is important in developing the best policy, practice and helps in evaluating key steps in the salesmen performance of firms especially for fast moving consumer goods (Gbande, 2016; Lunenburg, 2011). Gbande (2016) revealed in their study that for a sustained optimum employee performance, goals must be clear, specific and challenging. Also a study by Lunenburg (2011) revealed that for an effective and efficient performance from salesmen, goals and objectives need to be made clear at the beginning of every period to be reviewed. Rainey and Jung (2015) found that when goals and objectives are made clear as opposed to being ambiguous, it leads to an improved performance. This current finding was consistent with the findings of these empirical above.

However, a study by Wotruba (1989) indicates that setting longer-range goals might be associated with higher performance, but quickly submitted that these results were mixed and not statistically significant. This is inconsistent with the finding of this study which found a statistically significant relationship between goal settings and performance of salesmen. Again, the study reveals that there is no significant influence of detailed and timely feedback on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria. This finding implies that the result from appraisal feedback will not stimulate the performance of the salesmen. However, a situation where feedback is encouraging and inspiring, it results in improved performance, and will impact on the employee and thus resulting in a conscious improvement. We can therefore say that only positive feedback can improve performance. Casas-Arce et al. (2015) found in his study that when feedback becomes too frequent and less comprehensive, it loses its impact. This study is inconsistent with the study by Casas-Arce et al. (2015) which revealed that detailed feedback will allow for the identification of those activities or behaviors that are helpful for the achievement of objectives and needs to be reinforced. Furthermore, the study found that there is a significant influence of employee reward and recognition on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria. Rewards and recognition are factors that influence the performance of salesmen.

Thus, it was agued by Mutia and Sikalieh (2013) that for firm to maximize salesmen they should combine both extrinsic and intrinsic reward strategies to achieve high performance firm overall. This finding is

consistent with the findings of Caligiuri et al. (2010) which revealed that higher productivity and improved performance has been associated with employees who are motivated and satisfied with their working conditions, including their wages. A study by Umar (2010) revealed that a significant relationship exists between rewards and performance. Jimenez, Posthuma & Campion, (2013) revealed in their study that salespeople can be motivated by different incentives. Their study further opined that rewards and compensation programs provide salesmen with the opportunity to earn rewards based on their performance. Gbande (2016) study's on reward system and productivity revealed that reward system is critical to the increase in the level of productivity of the employees. Also, a study by Lopez, Hopkins, and Raymond (2006) showed that compensation and reward systems are key methods of motivating the salespeople as well as influencing their behavior and performance. The results of these empirical studies are consistent with the findings of this study. Since the goal of recognition is to reinforce behaviors that support high level of performance, it is therefore important for the system of reward and recognition to be set in the right way so that the objective among the salesmen can be achieved (Boles et al., 2013).

Thus, this current study concluded that there is a significant influence of employee reward and recognition on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria. Again, the study found that there is a significant influence of training and development on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria. According to Nunvi (2006), organization training programs of salesmen is aimed at improving their current job performance and thus continuous training program will result in growth in the future of the organization. A well trained salesman in FMCG in Nigeria has a high tendency to perform better than other salesmen in the industry. Identification of key areas of improvement will aid the impact of training. Thus, training of salesmen will help minimize negligence and unlikely error that can cost the company (Mohajan, 2017). However, organizations must ensure that the appropriate skills are impacted on all salesmen according to their job requirement. Nassaz (2013) revealed in his study indicated that that training have a clear effect on the performance of employees. All the above stated empirical findings are consistent with the finding of this study.

5. Conclusion, Recommendations and Implications

This study was set to examine the impact of performance evaluation on performance improvement among salesmen in the fast moving consumer goods sector. To this end, the following were found based on the analysis: a significant influence of clear, specific and challenging goals on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria; no significant influence of detailed and timely feedback on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria; a significant influence of employee reward and recognition on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria, as well as, a significant influence of training and development on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria.

Conclusion: This study has attempted to examine the performance evaluation and improvement among salesmen in the fast moving consumer goods sector in Nigeria. To this end primary data was collected from the various respondent of the study PZ Cussons Nigeria PLC and was analyzed using the frequency table, hypothesis was tested using correlation test. Based on the analysis, the study found that there is a significant influence of clear, specific and challenging goals on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria. Also, that there is a significant influence of employee reward and recognition on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria. Furthermore, the study found that there is a significant influence of training and development on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria. Also the finding regarding the effectiveness of goal-setting on the salesman performance can be used by FMCG to formulate relevant strategic planning policies that will have long lasting effect on the salesman performance as well as on the entire organization.

This study has contributed to knowledge in several ways. Conclusively, the study supported the notion that improving performance among salesmen is an important factor that increases the overall performance of the organization. Thus, in other to achieve this, organizations must ensure that a clear, specific and challenging goal is implemented on the job requirement of salesmen. Also, there is no significant influence of detailed and

timely feedback on the performance of salesmen in the Fast Moving Consumer Goods sector in Nigeria. It is also important for the report from feedback should motivate salesmen as well as encourage them to improve performance. Thus, organization should create room for continuous improvement of salesmen performance. More importantly is the effect of reward and recognition. It has been observed that with either financial or non-financial reward, salesmen will be encouraged to perform at their fullest. Thus it is important for management to incorporate continuous recognition and reward to the job of any salesman. Training is another program that organization must adopt since the findings reveal a significant relationship between training and salesmen performance among Fast Moving Consumer Goods sector in Nigeria.

Recommendations: The recommendation of the study was based on certain findings made in the study; the following are recommended: The job requirement of any salesmen should be clear, complete and inspiring so that, the employee can give all it takes to achieve it and continuously improve performance. Also significant is the need to train each salesman on how to set goals relevant to their activities. Even though no significant relationship was found between timely feedback and salesman performance, however feedback that is positive can improve salesman performance. Hence, sales managers should provide feedback that is positive, not too frequent and comprehensive to their sales employees. Feedback from appraisal and evaluation should inspire, encourage and motivate salesmen without including any form of threat and fear of job security on it. Fast Moving Consumer Goods sector in Nigeria should setup a guideline of activities that motivate their salesmen in other to ensure outstanding performance, creative process and delivery. PZ Cussons should design incentives programs based on the performance of their sales employees. Incentive programs such as reward system and recognition can effectively enhance salesman performance. Fast Moving Consumer Goods sector in Nigeria should also embark on capacity development of human resources in the organization through the process of training and mentoring. Training and development is essential as it can enhance salesman performance.

Implications and Contributions to Knowledge: The findings of this research study are important for policy and practice for the concerned organizations and institutions. Organizations, especially those in the FMCG sectors will find the result of these findings useful in formulating policy for the purpose of improving practice. For instance, the finding regarding the effectiveness of reward system and recognition in improving salesman performance can be used to develop incentive programs that will improve practice and subsequently improve salesman performance. For instance the findings of this study have successfully filled the gap created in the literatures. Also this study has successfully carried out the study in FMCG sector in Nigeria. This marks a huge contribution to knowledge since this is arguably happening, perhaps for the first time and it reveals a substantial amount of findings which the academia as well as the practitioners can leverage on. The findings of this study will also serve as huge contribution to knowledge. However, this current study was delimited to Fast Moving Consumer Goods sector in Nigeria with special reference to PZ Cussons Nigeria PLC. Future study can be conducted on this same sector but with the consideration of more than one firm in the industry. Thus findings based on this can be used for proper generalization. Again, future study can adopt a different method of collecting data such as interview so that researcher can have close contact with the respondent thus information collected will be unbiased. Other methods of analysis could be used by future study such as regression etc.

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The Use of Lethal Force by Police in the USA: Mortality Metrics of Race and Disintegration (2015-2019)

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Abstract: Policing in the USA is dangerous for the US public. The objective of the present study is to determine the gross deaths due to lethal force by police and the racial distribution of those deaths compared to the racial distribution of the US population. Longitudinal data reveal that police in the USA kill one thousand people per year (n=1004 in 2019). Deaths by year and race are presented for the years 2015 through 2019. The racial distribution of victims of US police lethal force is not proportionate to the racial distribution of the US population. Whites account for the largest racial group of deaths, but are under-represented, accounting for 45% of police killings (and 60% of the population). Blacks are over-represented, accounting for 24% of police killings (and 13% of the population). Hispanics are proportionately represented, accounting for 17% of police killings (and 18% of the population). Others (including Asian, Native American, and others) are under-represented, accounting for 4% of police killings (and 8% of the population). The rate of US police killings has been relatively stable for the past five years (with a low of 962 deaths in 2016 and a high of 1,004 deaths in 2019). The US police killing rate in The USA is 3.05 police killings per million of population. The US police killing rate of Blacks is 5.34 per million of Hispanics is 2.63 per million, of Whites is 1.87 per million, and of others is 1.5 per million of population. The US police killing rate of Blacks is 2.86 times the US police killing rate of Whites. US police killing rates compare unfavorably with other jurisdictions. The police fatal shooting rate in Australia is 0.17% per million of population, one eighteenth of the police killing rate in the USA (an Australian rate of police killings applied to the US population would produce 56 US police killings per year). The reasons for the high rate of police killings in the USA and for the racial disparities of those killings are multifactorial. The valorization of violence and the glamorization of guns are woven tightly into the history and culture of the USA. The metrics of US police killings are a symptom of larger issues within American society. Treating one symptom will not remedy the malady blighting the organism. Is it time for an American societal and rethink of its relationship with violence, in the light of these metrics of disintegration? Is Violent America fixable? Only time will tell.

Keywords: *Black lives matter (BLM), All lives matter, George Floyd, Justine Ruszczyk Damond, police violence, police brutality, systemic racism.*

1. Introduction

The present paper examines one manifestation of the US culture of violence, namely the use of lethal force by US police against US citizenry. Violence is woven tightly into the fabric of American history and culture. According to Courtwright (1996) "Violence is the primal problem of American history, the dark reverse of its coin of freedom and abundance". US police, with an armory of one million guns, are tasked with policing US citizenry, with an armory of 393 million guns. There are more guns in the USA than people. The figures are 326,474,000 people and 393,347,000 guns (Karp, 2018a). The US has 4.3% of the world's population but 45.9% of the world's guns held in civilian hands. Most (99.7%) of the guns in the hands of civilians in the USA are unregistered firearms (Karp, 2018a). The US population holds 57.4% of the world's cache of unregistered guns in civilian hands (accounting for 392,273,257 unregistered firearms out of a global total of 683,600,887 unregistered firearms in civilian hands) (Karp, 2018a).

By way of contrast, to police their 4.3% of the global population, the US police account for 4.4% (n=1,016,000 guns) of the global total of guns held by law enforcement (n=23,000,000 guns) (Karp, 2018b). The gun holdings of US police are globally proportionate to the population they are policing, while the gun holdings of the US population are globally disproportionate. US law enforcement officers face a challenging and sometimes hostile terrain to police. A national survey of US police (n=919), reported that 42.9% of police respondents agreed with the proposition that: "Always following the rules is not compatible with getting the job done" (Weisburd, Greenspan, Hamilton, Williams, & Bryant, 2000, p.2). A majority (52.4%) of the survey respondents agreed that: "it is not unusual for police officers to 'turn a blind eye' to other officer's improper

conduct" (Weisburd et al., 2000). These authors claim that: "The use of force is a relatively rare occurrence in American policing, but … when it does occur, it may often escalate to the level of excessive force" (Weisburd et al., 2000).

The escalation to lethal force is the subject of the present paper. The American love affair with violence and brutality is not without social cost. According to one account: "Police in the United States kill far more people than do police in other advanced industrial democracies" (Edwards, Lee, & Esposito, 2019, p.16.794). Police killings are an index of a dystopic America. To the arsenal of weaponry held by US civilians and US law enforcement, add systemic and racial and economic inequalities, and the situation can become incendiary. Violence begets violence. Is America riding for a fall? There are views that US violence is entrenched (e.g. Kozy, 2013), while others report declines in some indices of US societal violence (Sumner et al., 2015). US police kill one thousand people per year (Tate, Jenkins, & Rich, 2020). This has spawned the Black Lives Matter movement (BLM, #BlackLivesMatter) (Black Lives Matter, 2020) and a response of All Lives Matter (#AllLivesMatter).

The murder of George Floyd (on 25 May, 2020) by US police in Minneapolis and the video capture of it by bystanders (BBC, 2020; Hill et al., 2020) has spotlighted the problem and ignited social unrest and public anger at this category of crime (Sharp, 2020a, 2020b). George Floyd was accused by a teenage grocery shop employee of passing a counterfeit $20 bill (not proven at the time of writing) (BBC, 2020). The killing of the Australian woman Justine Ruszczyk Damond (on 15 July, 2017) by US police (also in Minneapolis) after her innocently calling police to report a suspected neighborhood assault on an unknown woman shocked Australians (Australian Associated Press, 2020). Every police killing generates grief and grievance in its wake. The present paper presents metrics of police killings in the USA from 2015 through 2019.

2. Methods

Nationwide data on police killings in the USA are not collected by any US Federal Government agency (Edwards et al., 2019). The present paper relies on the database of police killings compiled by the Washington Post newspaper (Tate et al., 2020). The raw data of this dataset was available to the author of the present paper as a comma separated values (CSV) file. The dataset has been compiled, from diverse US media reports, of instances of lethal force by US police. As a consequence of the compilation methodology, the data can fairly be anticipated to be an underestimate of the total instances of lethal force by US police. The extent of the underestimate is not ascertainable. The dataset characterizes victims of lethal force by 'race' as: White, Hispanic, Black, Other, and Unknown. The lethal force data of the present study are extracted from the Washington Post dataset which records US lethal force instances dating from 1 January 2015 through to the present as an ongoing project. The present paper relates the 'race' categories reported in the dataset.

These categories, adopted for the purposes of the present paper, are congruent with the terms for 'race' categories used by the US Census Bureau. For the purposes of the present paper, where used, 'Other' includes Asian, Native American and other. Where the race category of the victim is not reported, it is accounted for here as 'unknown'. Descriptive statistics are extracted from the dataset and reported in the present paper categorized by year (2015-2019) (the five full years of available data) and by race category of the victim (the race category of the perpetrator/s is not recorded in the dataset). Race category data from the United States Census Bureau (USCB, 2020) are used to generate police killing rates per million. For the purposes of comparison, police killings data in Australia are sourced from the Australian Institute of Criminology (Doherty & Bricknell, 2020) and Australian population data are sourced from the Australian Bureau of Statistics (ABS, 2020).

3. Results

The data matrix of police killings in The USA by race and year are extracted from the dataset, and are presented in Table 1. The distribution of race in the population (as per the US Census Bureau) appears in column one of Table 1.

Table 1: US killings by Police by Year and Race Category

Race (% of population)	2015	2016	2017	2018	2019	TOTAL	% of killled
WHITE (60.4%)	497	465	459	451	370	**2242**	**45.4%**
HISPANIC (18.3%)	172	160	179	165	158	**834**	**16.9%**
BLACK (13.4%)	258	234	223	229	235	**1179**	**23.9%**
OTHER (7.9%)	38	42	44	40	39	**203**	**4.1%**
NOT KNOWN (0%)	29	61	81	107	202	**480**	**9.7%**
TOTAL	**994**	**962**	**986**	**992**	**1004**	**4938**	**100%**

The longitudinal view of total killings per year is presented in Figure 1. The graph shows that the killings total has remained close to constant for the past five years, varying by just 4%, with a low in 2016 (n=962) and a high in 2019 (n=1004). The distribution of US police killings by race category is presented in Figure 2. White killings are the largest group, followed by Blacks, Hispanics, and Other. There are 9.7% of killings unidentified by race. The existence of Unknowns means that it is expected that each of the four specified categories are under-reports. It is anticipated that the race of some (or all) of these Unknowns will be resolved and incorporated into the data base as the dataset evolves.

Figure 1: Total US Police Killings Per Year (raw data source: Tate et al., 2020)

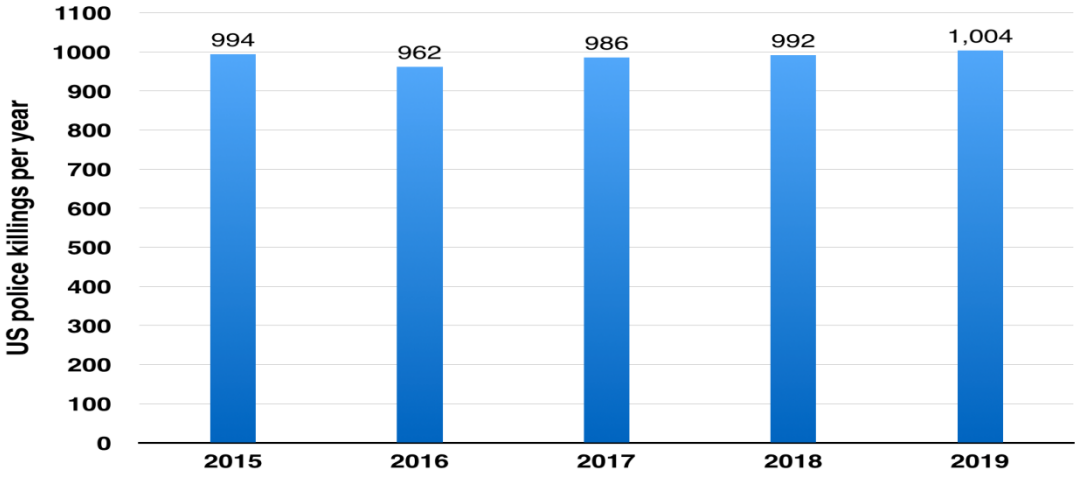
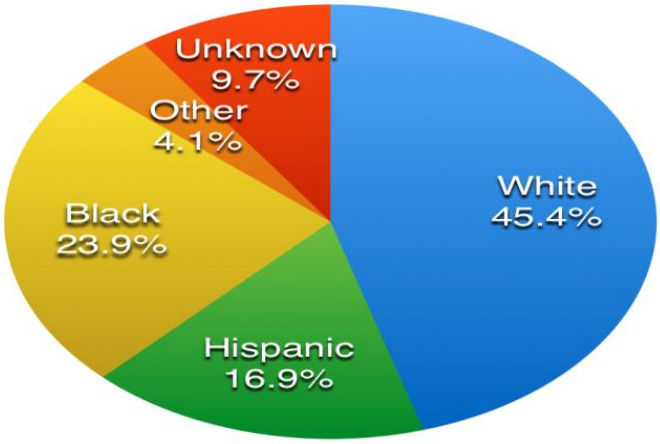


Figure 2: Distribution of Us Police Killings by Race Category of the Deceased (2015 through 2019) (raw data source: Tate et al., 2020)



The distribution of the US population by race category is presented in Figure 3. The largest race category is White, followed by Hispanic, Black, and then other. A comparison of the distributions illustrated in Figures 2 and 3 reveals that Whites are under-represented in the police killings (they are 60.4% of the US population and 45.4% of police killings). Blacks are over-represented in police killings (they are 13.4% of the population and 23.9% of killings). Hispanics are represented close to proportionately to their presence in the population (they are 18.3% of the population and 16.9% of police killings). Others are under-represented in the police killings (7.9% of the population and 4.1% of police killings). With the number of deaths by race (Table 1) and the distribution of the US population by race category (Figure 3), the killing rate per million per racial category can be calculated (Figure 4). This reveals that Blacks are killed by police at a greater rate than other race categories (at 5.34 per million). Blacks are killed at 2.86 times the rate of Whites, at 2.03 times the rate of Hispanics, and at 3.56 times the rate of others. It has been previously reported that deaths by homicide in The USA are also racially skewed, with Black deaths by homicide reported at 18.7 per 100,000, White deaths by homicide at 2.5 per 100,000, and Hispanic deaths by homicide at 4.5 per 100,000 (Sumner et al., 2015).

Figure 3: Distribution of US Population by Race Category (data source: USCB, 2020)

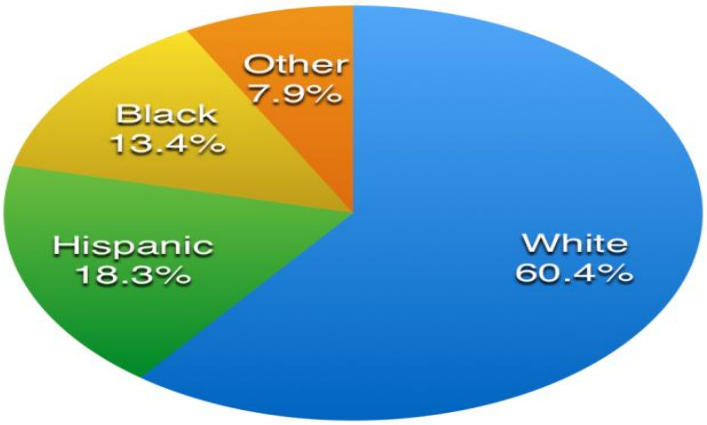
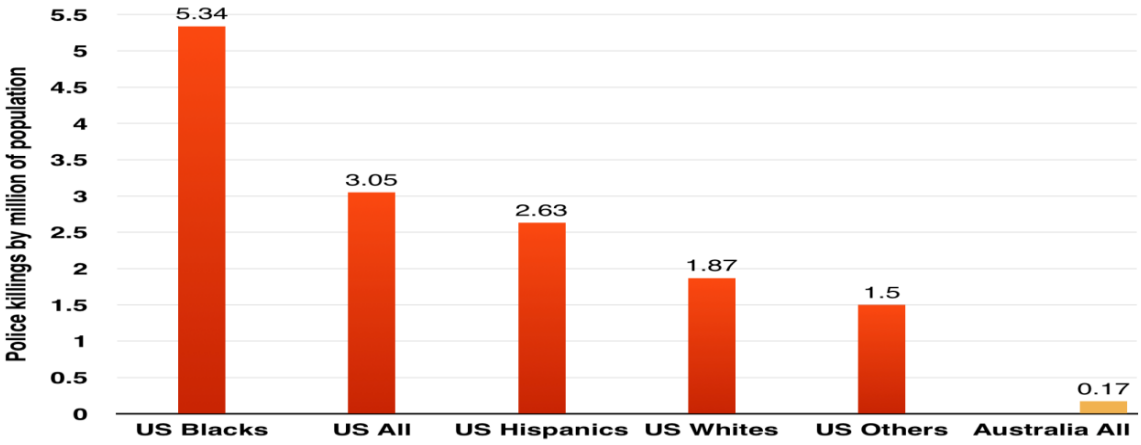


Figure 4: US Police Killing Rates by Race Category for 2019 (raw data source: tate et al., 2020) (Plus the Police Killing Rate in Australia, for Comparison (data source: Doherty & Bricknell, 2020)



For the purpose of comparison, the Australian rate for police fatal shootings appears in Figure 4. For the period, 2006-07 through 2016-17, there were a total of 47 fatal police shootings in Australia (Doherty & Bricknell, 2020), averaging 4.3 killings per year. Annual police killings in Australia (in the 11 year period) have ranged from zero (in 1998-99) to 8 (in 1996-97 (Doherty & Bricknell, 2020). If such a police killing rate were replicated in The USA, there would be 56 police killings per year in The USA.

4. Concluding Remarks

A worthy outcome of the present convulsion of American life over police violence and lethality, as referenced in the present paper and as witnessed in the Black Lives Matter (BLM) movement, would be for the US Federal Government to collect police lethal force data. Better and more comprehensive data can lead to better understanding, and ultimately to better outcomes. Even the mere action of US Federal Government in formally scrutinizing the issue may, of itself, drive down the total episodes of police lethal force (the Hawthorne effect) (Eckmanns, Bessert, Behnke, Gastmeier, & Ruden, 2006), while at the same time enriching the dataset with further attributes of the victims, the perpetrators, and the circumstances. There are further metrics of US police killings that warrant research. Can the 10% of police killings where the race is unknown be identified (Figure 2)? What are the broader metrics of US police violence and brutality (remembering that US police killings are but their most extreme manifestation and are likely the tip of an iceberg of police violence)? What are the metrics of prosecutions of police for killings, the rate of successful prosecutions, the penalties applied, the rate of incarcerations, and (since this is the USA) the rate of executions (if any)? What would a matrix of the race of the killer police versus the race of the victim reveal?

Lethal force by US police is a manifestation of the much larger issue of violence within US society. The violence entrenched in US society and culture is a multifactorial phenomenon. The roots of this phenomenon reach deep into the history and cultural experiences and attitudes of the USA. The branches of the phenomena reach into societal attitudes, behaviors, cultural artefacts (e.g., folklore, narratives, movies, and games), homicides, political assassinations, and US foreign policy. Violence has been described as "The American way of life" (Kozy, 2013). Whether the nettle of systemic US police violence, brutality, and racism can be grasped and weeded out of the US garden is a great unknown. The metrics of police killings are but a single symptom of a multitude of troubling features woven tightly into the fabric of US society and culture. Would America be America without police brutality, without the societal valorizing of violence, without the glamorizing of guns? As has been observed: "Violence pervades this culture. Americans not only engage in violence, they are entertained by it" (Kozy, 2013). American culture and history are marinated in violence and permeated with the celebration of violence. Violent narratives of 'How the West was won' and 'cowboys and Indians' are pop-culture memes.

Accounts of violence pervade US history, including accounts of slavery, lynchings, the McCarthy era, gun-boat diplomacy, 'might is right' interventionist foreign policies, US military colonialism in Korea, Vietnam, and the Middle East, US political colonialism in South America, military culture, and gun apologetics. Violence is embedded in such soft US cultural artefacts as movies, computer games, music and music videos. The militarization of US police and the US prosecution of perpetual warfare are dimensions of the ubiquity of the US culture of violence. The litany of US violence seems endless. How, and even if, it can be reversed is unknown, as is the question: is there the social and/or political will to reverse it? Many cultures, perhaps most cultures, have episodes of violence, but then find ways to move on. Germany plunged the world into two world wars, but now appears to have transcended the unspeakable violence of its recent past and to be now building a non-violent present and future. Is it beyond the whit of The USA to transcend its history and its addiction to and cherishment of violence, and to relegate violence to some pigeonhole of episodic phenomena, rather than to retain it as a systemic ongoing phenomenon?

There is some cause for optimism: "Progress has been made in reducing US rates of interpersonal violence even though a significant burden remains" (Sumner et al., 2015, p.488). Others are less optimistic, for example: "Cultures are extremely difficult to change; changing them requires a sustained effort over several generations. I doubt that Americans are up to the task" (Kozy, 2013). The metrics of US police killings are a symptom of larger issues within American society. Treating one symptom will not remedy the multitude of maladies affecting the organism. Seeking simple solutions for complex problems is also unlikely to yield enduring results. It has been observed: "There is a tide in the affairs of men, which taken at the flood, leads on to fortune; Omitted, all the voyage of their life is bound in shallows and in miseries. On such a full sea are we now afloat; And we must take the current when it serves, or lose our ventures" (Shakespeare, 1623). As the fury against US police use of lethal force (as in the case of George Floyd) and epitomized by the BLM movement gathers momentum, it is time to consider whether America's future is to be (in the words of

Shakespeare) one of "fortune" or "miseries"? Is the US future to be one of disintegration or of renewal? Is Violent America fixable? Only time will tell.

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Strategic Leadership in Post-Conflict States: A Study of the Democratic Republic of Congo (DRC)

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Abstract: The research examines the impact of strategic leadership in post-conflict states. This was achieved by comparing different leadership styles with the performance of the post-conflict state to identify which leadership style fits best with specific performance indicators in The Democratic Republic of Congo (DRC). The study explores the qualitative methodology to assess the impact of strategic leadership in post-conflict states through an explanatory view using an interpretive approach, participant contributions, direct observations, documents, and interviews. Data were analyzed using NVivo data analysis software. The research discovered leadership deficiency at all levels of society. The leadership lacks some essential characteristics to guarantee the well-being of the people. The study also observed an inadequate commitment to support the vision. Also, the mismanagement of country natural resources often causes insecurity and triggers the creation of many armed groups to exploit the resources illegally. The study, therefore, recommended strong committed leadership, the political will, and stable state institutions. One needs a committed leadership to set the vision which can make a change in people's lives, and we can gain the milestones and eventually achieve the vision with the support of the political will and stable state institutions. The study contributes to knowledge by developing a much more user-friendly formula that summarizes the strategic, leadership needed in post-conflict states.

Keywords: *Strategic leadership; performance; post-conflict states; qualitative methodology; the Democratic Republic of Congo (DRC).*

1. Introduction

The DRC is potentially rich in natural resources, while its people continue to endure suffering and live in extreme poverty. The people do not enjoy the wealth that the country possesses due to inequality of profit sharing (USAID, 2018). This situation calls for a holistic approach to understand the reason behind this inconsistency. It is worth to note that the immense natural resources create jealousy and envy from the neighboring countries in the region. The mismanagement of these resources also fueled the situation and exposed the state to many internal disputes which eventually result in the formation of many rebel groups, militias, and also allow foreign incursions (Burnley, 2011). This holistic approach should not only look at the possibility to end violence but most importantly to address the genesis of the conflicts to lay down a robust foundation to ensure sustainable economic growth. The DRC conflicts don't only affect its development severely, but it also affects the entire region. Due to its strategic geopolitical importance, there is a need for high-level attention and a strong commitment by parties in the area (Africa) and the world to end these conflicts. Many African leaders have voiced their concerns about the DRC long-lasting conflicts. But it is sad to observe that there is no improvement simply.

Because leaders in the neighboring countries remain silent and take the opportunity of the prevailing situation to exploit DRC natural resources illegally (Brennan, 2010; Burnley, 2011). Great Lakes region member states who seem to be directly affected by the conflicts have tried to express their position to end the repeated cycle of conflicts and see how to strengthen peace in the region. Unfortunately, all those efforts failed to materialize once again because some states have direct interests, and consequently view the instability of the DRC as an excellent opportunity for their business to grow (Burnley, 2011). With this background, it is essential to increase awareness through systematic and meticulous approaches to better understand the real genesis of the conflicts in DRC, the impact on the country and regional development. In the end, it will help to make well-informed policy on sound decisions at all levels either national or international. The reason for the research is to find out the importance of strategic leadership in transforming the well-being of the Congolese society. In this study, we considered numbers of leadership styles for instance, transformational, transactional, democratic, visionary, and autocratic as independent variables and performance of a post-conflict state such as stable state institutions.

Problem Statement: Since the country's independence in 1960, different governments have failed to meet the multiple demands of the Congolese people. The first president who took office after independence was Joseph Kasavubu. The systematic and analytical methods will complement one another to bring clarity to the nature of the conflicts, economic implications, human and social development. He failed to stabilize the country during the post-independence period, and in 1965 he was removed from power by Mobutu Sese Seko who also started his reign by giving people a lot of hope which most of them never materialized, and the country became vulnerable to corruption, scene of repression a complete failure of economic and social transformation (USIP, 2011). After more than thirty years in power, Mobutu is out and replaced by Laurent-Desire Kabila in 1997. Kabila as his predecessor had an agenda for the country and also made promises to the people to improve their living conditions and restore peace and stability. Unfortunately, until he died in 2001, he did not manage to regain peace either stability as promised, and misery continued to ravage the lives of the citizen (USIP, 2011). President Joseph Kabila took power following the death of Laurent-Kabila.

He made promises to bring peace and reconstruct the country, but he is also facing challenges to bring peace to the nation in its entirety. We still observing continued violence in some parts of the DRC. The 2016 Kasai fighting, instability on the Angolan, the Ugandan and Rwandan border with occasional skirmishes reported from time to time. Since independence 1960, the country continues to be tormented by insecurity, poverty, corruption, and lack of leadership which leads to various governance challenges (Burnley, 2011). I decided to go more in-depth with analysis, and I discovered they are not primary causes of conflicts. Its institutions are weak, and all its commitment to build and restore durable peace and security in the country has not achieved intended objectives. Today, even some parts of the country known to be relatively calm have also experienced or still experiencing insecurity. The case of the Kasai province tormented by the presence of armed groups or militia known as *"Kamuina Nsapu."* Early this year 2018, the latest conflict has also erupted following a surge of ethnic violence in Djugu territory in Ituri Province located in the north-eastern part of the country leaving behind hundreds of people dead and nearly 50,000 people fled Congo to Uganda as refugees (Reuters, 2018).

Conflicts also persist in Beni and the general area of North and South Kivu Provinces both located to the East of the DRC. Those conflicts are believed to be perpetrated by militias who are at times a mixed of domestic and foreign armed groups. Also, mismanagement of DRC natural resources at some point still causing insecurity and instability in those regions and encouraged illegal exploitation of the resources (Burnley, 2011). Indeed, The DRC leadership lacks some elements of highest importance for the well-being of its people: Vision to lead the country into prosperity, the political will to accompany the vision, ability and expertise to accomplish the vision, and also, the quality and virtue required to ensure the achievement of the vision with fairness and impartiality, strict integrity and sound judgment. Finally, practitioners and a good number of scholars have all agreed in their studies that in DRC there is a leadership deficiency at all levels of the society. The nature of the conflicts in the DRC is resource induced conflicts (Burnley, 2011), hence, the necessity to identify those shortfalls and demonstrate how strategic leadership can be instrumental in the positive transformation of the Congolese society. Consequent upon the above problem, the main objective of the study was to analyze the role of strategic leadership in the performance of a post-conflict state; a review of the Democratic Republic of Congo. However, the following specific objectives were contrived:

- **a)** To weight the importance of visionary leadership on the performance of a post-conflict state in the DRC.
- **b)** To estimate the relationship that exists between transformational leadership and the performance of a post-conflict state in the DRC.
- **c)** To access the connection between democratic leadership and the performance of a post-conflict state in the DRC.
- **d)** To obtain the impact of autocratic leadership style on the performance of a post-conflict state in the DRC.
- **e)** To know the value of transactional leadership vis a vis performance of a post-conflict state in the DRC.

To achieve the above **objectives** the following questions were asked:

- **a)** What is the impact of autocratic leadership in the DRC security sector?
- **b)** What is the implication of the democratic leadership towards establishing stable state institutions in the DRC?

c) What is the role of transformational leadership in the fight against corruption in DRC?
d) What is the relationship between transactional leadership and poverty reduction in the DRC?
e) What is the relationship between visionary leadership and DRC economic development?

But, they are just logical consequences of the so-called primary reasons in the sense that the mismanagement of the natural resources sector and the subsequent unfair distribution of the revenues are the primary causes, of conflicts. In this context, instead of considering natural resources as direct causes of conflicts, the study shows the inability to implement both stable state institutions and active governing structure to handle those resources are the primary causes. Corruption, poverty reduction, security reform, economic development as dependent variables. Apart from the economic sector that has been affected, the DRC conflicts have had damaging effects on the human and social development viewpoint. Apart from many dead and population fleeing their home looking for refuge because of wars; conflicts have also caused an amount of psychological suffering for women, girls, and boys exposed to the various types of atrocities including rape, abduction, torture, disgrace, isolation from the society. Indeed, the impact of the wars has long-lasting wounds on people, groups, and the nation. It should be remembered after the cold war, even though strategic requirements might have altered, but the geographical position dictates that DRC continues to be strategically an essential player in the overall fight against terrorism. It is naturally known to be the centre of global natural resources that are highly needed by many corporates around the world. In this context, DRC must ensure stability and strengthen state authority over its territory. Therefore, the urgency for collective efforts at the national, regional and global arena is highly awaited to help the DRC leadership to ensure durable peace and sustainable economic development.

2. Review of Related Literature

Conceptual Review: In this study, *"Leadership styles"* has been identified as independent variables, *"the performance of a post-conflict state,"* as the dependent variable, and *"DRC"* as the unit of analysis. Consequently, the imperative to define the following constructs:

Transformational Leadership: This leadership style aims at affecting changes regarding assumptions as well as attitudes to be held by members of an organization. It also builds the member's dedication to organizational objectives and its desired goals. With this type of leadership, communication plays a very significant role between managers and employees, and it is under the supervision of leaders that employees can achieve their goals and increase productivity as well as efficiency (Management Study HQ, 2018). In this regards a conceptual model has been developed to demonstrate their relationship to determine which leadership style is most appropriate that leaders need to be equipped with to be able to transform the well-being of the Congolese society.

Transactional Leadership: In transactional leadership, the leader pays employees in return for their outstanding performance. And for those who performed poorly can be punished. This leadership style might look patronizing and controlling, but it offers a range of benefits. On the one hand, it clearly defines the role and tasks for each staff members in the organization and offers compensation for the best performers. On the other hand, little is done by employees to improve job satisfaction; as a result, it may lead to an increased level of employee turnover. Since this leadership style is so limited concerning knowledge and workers creativity, it is better to consider it as good management techniques instead of a real leadership style as it targets short-term responsibilities only (LFHE, 2016).

Democratic Leadership: In this leadership style, team members are involved in decision making and provide their opinions. Then, leaders make the last decisions. This leadership style supports creative work and skill development; there is a tendency for an increased level of Job satisfaction by employees as they feel empowered. The downside of this style of leadership can delay response to situations where there is a need for immediate attention due to time spent in the process of collecting inputs from people. Also, some employees might not have the relevant expertise required to deliver a high-quality outcome (Iqbal et al., 2015).

Visionary Leadership: These leaders have a persuasive vision, inspire and lead the people towards achieving the vision. Also, they impregnate the vision in their team members as well as the entire organization (Jeffrey, 2016). Also, they are neither dictatorial nor authoritarian. Instead, they are freedom providers so that employees can explore all the best opportunities to achieve the vision (Jeffrey, 2016).

Autocratic Leadership: Leaders give instructions and employees are expected to react with obedience and without arguing. Leadership takes decisions without consulting the group. In other words, autocratic leaders carry a lot of power over the groups (Iqbal et al., 2015). The team has insufficient opportunity to express their opinions even if these would benefit the organization. The advantage of autocratic leadership is that leaders can decide within the least amount of time and execute the task (Iqbal et al., 2015). This leadership style fits well in the army or dictatorial regime. The disadvantage is that people's opinions are underestimated and have no value. This may lead to absenteeism of personnel and high level of employee turnover. Nevertheless, this leadership style can be useful when dealing with unskilled jobs where employees are under control; in this case, it becomes an advantage as the value of the control is more significant than disadvantage (Iqbal et al., 2015).

Leadership Forms: As per Pavlov (2010), Charismatic, Conventional and coercive (3 Cs) are the three kinds of leadership (Pavlov's thoughts, 2010). The form constitutes the knowledge and skills that can be adjusted or changed merely depending on the level of the leader. Also, the form is known as the vehicle that provides managers and leaders with the ability to influence followers (Wilson learning, 2018). Coercive is the most used form of leadership to help structure the states, just because of their origin in class and ethnic conflict. Countries emphasize by forcing people to observe the laws and gain more massive domestic enforcement network (Pavlov's thoughts, 2010). Finally, Effective leadership is all about the Form and its Essence, the purpose for what one would like to become necessarily a leader, and the ability to carry out the required knowledge and skills. Corruption has a substantial effect on societies; it affects them on many fronts. In the worst-case scenario, we lose lives. Short of this, corruption costs people their well-being. It is only through the combination of Form and Essence a leader can successfully engage with followers to dedicate their energy, creativeness, and expertise for the success of the entire organization (Wilson learning, 2018).

Factors of Leadership: As per Kemps (2018), there are six factors of leadership effectiveness based on performance and expectations of the Job to be delivered. Here they are: (1) Initiate Trust and Exhibit Integrity: meaning correct display behavior and take the decision based on evidence, not rumors (2) Set a straightforward Direction: provide concise communication, involve others appropriately when making the direction, and ensure consistency and clarity when setting initiatives and goals. (3) Develop Relationships: promote open & honest communication, encourage others contribution in planning or decision making, and also be proactive to fix relations that are damaged and seek to explain if there is any misinterpretation. (4) Attention on Results: Acknowledge team achievements regularly and celebrate accomplishment (5) Improve Capabilities: Give productive feedback through coaching as short-term task-based and mentoring as a long-term relationship (6) Promoting Innovation: willing to receive opposing views and perspectives (Kemps, 2018). Issues of leadership usually happen when there is a misrepresentation of the leader. Employees in most cases don't leave companies, but they go away from their managers who happen to have characters. Several studies have demonstrated that the most frequent reason why people leave the job is mostly related to the poor working relationship with their managers (Wilson learning, 2018).

Performance of a Post-Conflict State (Dependent Variables): Poor institutions impact negatively country economic growth and state policy implementation (Vanguard, 2018). However stable state institutions need the following structure to deliver effectively: The legislative chamber is accountable for endorsing state laws and has legal right to approve, disapprove or amend necessary bills to enable the government to operate, the executive branch is responsible for executing and managing the public policy endorsed and backed by the legislative chamber. The judicial branch is accountable for explaining the content of the constitution and the laws of the republic and applying their understandings to solve possible disagreements (NCSL, 2018). Corruption is considered "cancer that destroys the fabric of society" (Mansaray, 2009). Corruption is severely affecting the four sectors of the society: political, economic, social and environmental (Transparency International, 2018). The political sector, corruption is a significant barrier to the rule of law as well as to democracy. In democratic governance, state or private institutions lose their trust and legitimacy when they

misuse for personal interest. In a corrupt environment, it is challenging to establish responsible political direction (Transparency International, 2018). The economic sector, corruption diminishes national prosperity. In a corrupt environment politicians fund projects with public resources that will benefit their pockets rather than looking at people interest, and leaders prioritize prestigious projects like the construction power plants, pipelines, refineries, and dams instead of focusing first on most needed.

Infrastructure projects like the construction of public hospitals, schools, roads, and markets. Also, corruption prevents the growth of equitable market structures and twists competition, and finally discourages investment (Transparency International, 2018). "The corruption kills the social fabric of society" (Mansaray, 2009). Corruption reduces the trust of the citizen in their leadership, institutions and the rest of the political apparatus. The environmental deterioration is another repercussion of corrupt structures. The lack of law enforcement to deal with environmental legislation and regulations on the legal exploitation of natural resources put the whole ecological systems at severe and immediate danger (Transparency International, 2018). Poverty reduction and the way to deal with remains a severe predicament of the discussions on global development and trade; it is essential to know that strategies on poverty reduction cannot achieve success if those strategies are not supported by strong policies to maintain rapid growth and enhance equal sharing of income (UNCTAD, 2015). The Eastern DRC has experienced a continuous deadly conflict that has taken away millions of lives and caused internally displaced persons and refugees' number to grow.

Also, this situation enables the rapid increase of rebel groups and militias. Unfortunately, this study has revealed that reforms are yet to happen in reorganizing the armed and police forces so that they can uphold territorial integrity, national sovereignty and guarantee the protection of people and their property. Some foreign partnerships to train and reshuffle all security forces are envisaged to keep the momentum. The DRC has enormous natural resources with the capacity to become one of Africa wealthiest countries. Nonetheless, the state is classified amongst the poorest nations on the planet, with GDP per capita income evaluated at $478 US dollars in the International Monetary Fund's 2018 projected report (IMF, 2018). It is crucial to say that the poor performance of the DRC economy is the result of many years of corruption, embezzlement, and mismanagement of public funds, weak state institutions, unpredictable political atmosphere, and the wars (Global security, 2018). To turn the page, first, the DRC needs leadership which is ready to fight against corruption, impunity and other social inequalities. Then start improving and modernizing industries to strengthen the DRC economy.

Theoretical Review: This study agrees with Burns (1978) assumptions of Transformational Leadership Theory on the following grounds: The motivation of a senior moral position results in people following the leader. Also, collaborative work is by far better than individual action (Burns, 1978). It creates a healthy relationship which in turn produces a high level of trust and later on increases the motivation of the leaders as well as the followers. Burns is also of the view that transactional leadership is less efficient than transformational leadership. Transformational leadership is a method for strategic leaders, now in the context of this research; we consider a strategic leader to have the same characters and virtues as a transformational leader. They both build strong relationships with their followers by motivating them and increasing levels of morality. Both promote the work spirit of togetherness rather than an individual one. Also, this study agrees with Bass (1990) assumptions of Bass' Transformational Leadership on the following grounds.

The significance of the task motivates people; Bass also believed that a good focus on the team delivers a better Job at the end of the day (Bass, 1990). He further established ways in which leaders can be able to transform its followers: (1) initiate the follower's higher-order needs, (2) Followers need to be aware of the value and importance of task (Bass, 1990). About this research, it is evident that for change to happen leaders should communicate to followers their vision, clearly inform the value and importance of each task required to achieve desired goals. The study explained three leadership styles considered to be the most appropriate to deal with various performances: visionary, democratic and transformational leadership styles. First, visionary leaders set up the vision for long-term projects and guide people towards achieving desired goals. Second, with democratic leadership, the group is involved in the decisions making process and makes a good performance. And third, with transformational leadership, both sides motivate each other and expect excellent performance from each side (Iqbal et al., 2015).

Empirical Review: The DRC has a remarkable example to follow on the proper use of renewable resource management from some advanced economies as the case of Norway. This Nordic country has efficiently managed to use its macroeconomic tools to lead its national oil retention, revenues generated from oil exploitation and better revenue utilization by avoiding the possibly damaging effects of fair redistribution. In this manner, The Norwegian government has managed to stay away from the usual problems faced by an oil-based economy, for example, the wealth concentration and the boom and bust cycle. The DRC government and Norwegian government indeed differ in their transparency and accountability systems, but I believe Norway experience in this matter may serve as guidance to the DRC. Applying the Norway method together with accountability and transparency initiatives could help the DRC develop a better management system of non-renewable resources (Burnley, 2011). DRC conflicts have many roots moving around five aspects: internal or local elements, regional perspectives, global geopolitical aspects, economic aspects and institutional aspects. These aspects are so much interconnected one another to such an extent that one cannot treat them separately. If one needs to have a better understanding of the origin of the conflicts and how to address those challenges.

Since most conflicts are in the eastern DRC, certainly the human development, trade and economy in the Great Lakes Region are also affected as a result of the conflicts (UNECA, 2015). The expertise of the Diaspora cannot be underestimated as it has received considerable attention in the development of post-conflict states. In countries like Liberia, Rwanda, and Somalia, the members of the Diaspora are seen occupying senior management and leadership positions in the government, parliament, and senate. They are also present in top public or private enterprise positions. The Diaspora has been active in support of peace building, entrepreneurship, social, human, and economic development (Sheikh et al., 2009). The Diaspora community has the potential to contribute to the transformation of society (OECD, 2014). This study emphasizes the importance of strategic leadership and reveals some important tasks that the leaders can perform to transform the country from a chaotic situation into a prosperous nation. In summary, three leadership styles are believed to be the most appropriate for leaders to use in many contexts as they deliver outstanding performance in the long-term. Furthermore, Burns and Bass theories both demonstrated how transformational leadership is more effective than transactional leadership (Burns, 1978; Bass, 1990). Finally, the conceptual model also demonstrates the relationship between different leadership styles with the various performance of a post-conflict state.

3. Methodology

Research Method and Approach: The study has explored the problem using qualitative research methodology of the DRC case study. It is an explanatory view using an interpretive approach through participant contributions, direct observations, documents, and interviews. This method aims to ascertain the effectiveness of strategic leadership in transforming the well-being of Congolese citizen in the post-conflict environment. The qualitative methodology was based on a case study approach to learning more about the causes of the leadership deficiency in DRC which ultimately lead to poor governance and the way to address them. What the DRC needs to do to improve the management system and the subsequent transformation of the nation? What the state priorities are to rebuild the country in the post-conflict environment? And then come up with recommendations on how to answer those questions positively for the benefits of humanity (Sood, 2016).

Data Collection and Development and Administration of Research Instruments: The data collection source (case study) drew its origins from participant contributions or direct observations, audiovisual and archival materials, and interviews (Thompson, 2011). Using participant observation tools; the researcher had to travel to the DRC to carry out the research and spent a significant amount of time on the ground. During the process, we were involved in the situation together with other participants, and at the very same time, we had to record data or take notes of what we were observing. This technique tends to be mainly a qualitative method as it offers an opportunity to get a unique understanding of the subject in question. Indeed, it is productive, but we also discovered that there are some challenges associated with this technique as at the beginning we encountered difficulties in obtaining the access to some institutions, and also being accepted on the role to play within their organizational settings. It is also a time-consuming process (Lacono et al., 2009).

As back up, the team used some spontaneous tools such as diaries or field notes to record data that we have managed to collect informally. These tools helped the team rapidly to document what we heard, seen or thought which might not be in the official recordings with the interviewees (Lacono et al., 2009). Some activities had taken place before we started the field works. These activities included creating awareness with involved stakeholders concerning the subject of the research in question, we invite voluntary participants, set time for interviews and set up organized storage for data management (Chandler et al., 2013).

During the meetings, the following criteria were observed: clarify study purpose, explain how discussion, as well as cooperation between the researcher and all possible participants, is important during this undertaking and specify interview projected duration (Chandler et al., 2013). Another important aspect, we have also managed to create an atmosphere where every participant is free to contribute, any opposing opinion is equally welcome on the table for further analysis. On one side participants were briefed on possible benefits they might receive, on the other side they were also briefed on the threat or potential risks that they might encounter during the research (Chandler et al., 2013). Also, once a participant has voluntarily accepted to be interviewed, we managed to secure a suitable place where the interview will take place with comfortable seating provisions, we also provided some light refreshments for interviewees comfort, finally, the team has ensured all equipment and materials needed are available for the smooth conduct of the interviews (Chandler et al., 2013).

Validity and Reliability Analysis: Previous studies have demonstrated that we can divide the loyalty of participant observation or interviews into measurement concepts: generalizability and classical test concepts (Awolusi, 2019; Awolusi & Atiku, 2019). However, there are many ways to help control any errors that occurred with generalizability. One way to avoid is by duplicating the study of generalizability concept. For instance, we had two participant views of the same video, the team took notes of their observation, and we debated to obtain answers (Brennan, 2010). Also, using triangulation with many sources of data and participants, it helps to enhance dataset validity, and make sure the outcomes do not concern only one participant observation or just one group of the population, but the society (Carter et al., 2014). Additionally, we also discovered that observations that are supported by some video or audio recordings enriched data collection as one will be able to go through the records as many times as possible to make a review if needed from what was documented earlier (Brennan, 2010). Furthermore, piloting is an essential technique for focus team discussion; it allows problem identification in the topic guide concerning the words and the way to interpret specific questions, and areas that need additional field training techniques (Chandler et al., 2013).

Method of Data Analysis: Qualitative data analysis has begun when the fieldwork and management set up of the raw data information was completed. It is essential to know that this process can also be done simultaneously depending on what analytical method the project has decided to take. Indeed, data analysis programs under the qualitative methodology don't perform the analysis on behalf of the researcher (Beddall-Hill, et al., 2011). With the NVivo software that we used in the study, we realized that the software under qualitative methodology provides the researcher with a systematic or methodological framework only. It suggests ways to explore, give codes to data, and manage them (Beddall-Hill, et al., 2011). We believe the qualitative software package for data analysis is grounded on the same concepts as if you would like to examine data by hand (see attached appendix NVivo coding summary). The benefits of using the software in qualitative data analysis include the capability to store and handle the massive volume of data with many different sources, and the ability to share with others the coding frameworks of data collected. It means we can do some modifications; the coding designs can be measured and have the possibility to combine separate coding files (Beddall-Hill, et al., 2011). There are many programs available through the networking project website like the Computer Assisted Qualitative Data Analysis Software (CAQDAS).

Through this site, we were able to benefit some guidance to enable the team to decide on the most appropriate software to be used for data analysis under the qualitative methodology. It also provides updated reviews of the limitations and capabilities of the most frequently used software. For familiarization and experience purposes we tested both qualitative data analysis software, the most recognized and commonly used ATLAS.ti and NVivo. We discovered that both help store and manage data. Nevertheless, we opted for NVivo data analysis software as being the most appropriate to deal with a case study due to its ability to manage and store all collected data safely until the process of analysis begins (Beddall-Hill, et al., 2011). Also,

we discovered that by using NVivo software as a storage facility we were able to reorganize the operations of data management appropriately (Beddall-Hill, et al., 2011). In the end, it helped to develop substantial and profound research. NVivo is easy to use and understand. Indeed, it is very user-friendly qualitative data analysis software. Ethical considerations are one of the most critical parts of the research. They are the norms of conduct that differentiate between what is acceptable and unacceptable. The fundamental reason is to avoid the forging of data. Hence, encourage research environment where accountability, level of trust, and mutual respect exist to be able to obtain knowledge and discover the truth of the matter.

Also, protect participants from all risks associated with the research (Grady, 2010). To deal effectively with ethical considerations in the research, we decided throughout the study to observe the following standards: Any participation must be voluntary, and the informed consent form was signed freely before they received the interview guide. Also, the participants have rights to stop contributing or complete withdrawal at any phase of the research without prejudice or prior notification. We avoided any offensive languages, the biased and other forms of unacceptable behavior throughout the research process. Data collected was safely protected to maintain anonymity, privacy and confidentiality of participants as per the University Ethical Policy (see appendix attached). We obtained the local written approval from the rector's office of the Théophile REYN Faculty Institute located in Lubumbashi, Haut-Katanga province. The Catholic Labor Chaplains Congregation runs this University.

4. Results and Discussion of Findings

Attribute of the Respondents: The respondents were a mix of fresh graduate students, assistant, priest, members of civil society, UN and Non-UN personnel, and unemployed youth both male and female altogether. For the interest of this study, participants were grouped into two categories. Assistant, priest, members of civil society, UN and non-UN personnel formed the group of the employed respondent category, while the fresh graduate students and other youths formed the second group of the unemployed respondent category.

First Phase: Interpretation of Results from Interviews and Focus Team Discussions: In this phase, we presented all gathered information that includes data analysis of verbal responses and their description in a clear layout. Also, this phrase reveals the results of all undertaken interviews and focus team discussions. The following are the questions we asked participants during the interviews:

A) What is the Impact of Autocratic Leadership in the DRC Security Sector? Most people we interviewed if not all of them unanimously confirmed that there is indeed leadership deficiency and some security concerns in the DRC. They commented that the use of autocratic leadership is most appropriate in the security sector (army and police) of the DRC. With this leadership style, commanders have much power over their soldiers; they are expected to make quick decisions in the least of time without asking other opinions. This leadership style develops the one-way communication approach as commanders make decisions alone; soldiers have minimal opportunity to suggest, even though their proposals would be in the sector's best interest (LFHE, 2016). However, using this leadership style in other areas mostly in civilian dominated industries may not be welcome, as it may be easily considered a dictatorship. This approach may lead to absenteeism and turnovers (LFHE, 2016). Finally, autocratic leadership should exclusively be applied in the security sector as personnel are trained to respect and execute given orders without questioning. This leadership style will help to restore discipline in the security sector of the DRC.

B) What is the Implication of the Democratic Leadership towards Establishing Stable State Institutions in the DRC? Most people we interviewed argued that democratic leaders are the ideal kind of leaders that the DRC needs for its transformation. These leaders make sure the group participate in decision making, and in the end, the leaders make the final say (LFHE, 2016). Unfortunately, the current regime in the DRC has chosen to weaken the system to manage the country freely, instead of establishing stable state institutions. This current system benefits specific groups of elites and abandons the rest of the people in extreme poverty (GAN Integrity, 2018). The existing state institutions which have the legitimate mandate to ensure state revenues are equitably distributed amongst the people to improve its well-being is fragile and corrupted (BTI, 2016). Because of the prevailing situation, the DRC economic growth is impacted negatively (Vanguard, 2018). Briefly, democratic leaders have the quality to establish stable state institutions to ensure sustainable

development in the DRC. The stable state institutions should have the following structure and functions to be able to deliver efficiently and effectively: the legislative chamber accountable for endorsing state laws. The executive branch responsible for executing and managing the public policy approved by the parliamentary committee; the judicial branch is responsible for state law enforcement without interference or influence.

C) What is the Role of Transformational Leadership in the Fight against Corruption in the DRC? Transformational leaders empower others and expect good performance from the team members and on themselves as the model (LFHE, 2016). This leadership style helps leaders to achieve a high level of efficiency and commitment from team members. All interviewees confirmed that *"The corruption kills the social fabric of the Congolese society"* (Mansaray, 2009). Transformational leaders show the way and clear obstacles that could prevent the transformation from happening. Therefore, initiating the fight against corruption and good governance practices is a crucial task for these leaders. However, fighting corruption and restoring good governance in DRC requires the establishment of an effective and efficient anti-corruption body. Here again, the interviewees informed that it is sad to observe that in DRC while the anti-corruption body exists and so far, has done a great job to reveal to the authority with a comprehensive report of individuals suspected to be involved in massive corruption scandals.

But, decision-makers keep the reports in their drawers without any legal actions taken against those individuals, just because the same authority that has the constitutional power to reinforce the laws may also be involved in the scandals (Radiokapi, 2018). To deal with this activity, transformational leaders should establish and empower the anti-corruption unit ready to fight against issues of money laundering and embezzlement of public funds after enforcing both the laws and the judicial apparatus (Global security, 2018). This unit should have specified targets that include the control of possible suspected corruption case of state revenue, the control of expenditure at all levels of the state institutions, to monitor the requisitions and acquisitions of procurement for all government services on possible suspected corruption cases. Finally, the establishment of this anti-corruption unit should give to DRC a new approach to the control of expenditure practices, proper regulation and monitoring of the flows of natural resources.

D) What is the Relationship between Transactional Leadership and Poverty Reduction in the DRC? This leadership style as the name indicates *"transactional"* offers rewards that include compensation for best performance and applies punishment to those who underperformed (LFHE, 2016). Transactional leaders promote entrepreneurship to create employment to reduce poverty in the country. To deal effectively with poverty reduction in DRC, leaders must create more job opportunities for the people. The DRC economy should find ways to diversify and modernize its economy to be able to create employment that will help to reduce poverty in the country (UNCTAD, 2015). Considering DRC vast mineral wealth and massive natural resources, the DRC should look at developing vital sectors of the economy to be able to create more job opportunities for its people and gradually contribute towards reducing poverty. Many sectors can help in this undertaking. For example, the tourism industry has a lot of potential for job creation by rejuvenating most of the country's national parks (Kahuzi-Biega, Garamba, Maiko, Virunga, etc.) and many other unexploited touristic sites across the country. Agriculture sector with very fertile soil is another largest contributing sector with much potential for job creation (Global security, 2018).

So far approximately twenty per cent of land is reported to be in use (IAC, 2014). Meaning the remaining eighty per cent is vacant for job creation. Some interviewees also commented that referring to the initiatives of the former president Laurent Desire Kabila known *"the Kanyama Kasese agricultural project."* They believed that if the DRC could exploit all its lands for large agricultural projects, the production would be able to feed the whole African continent including the DRC, and most likely by now, the country would have eradicated the famine and made significant progress towards reducing poverty. Fisheries and livestock sector, with Tanganyika as the longest freshwater lake in the world, home to more than 300 species of fish that reside in its waters (Wikipedia, 2018); also, right grassing lands for millions of heads of cattle in the former Katanga, Kivus, Bas-Congo, and Orientale Provinces (IAC, 2014). Both sectors have significant potential for job creation and opportunity for poverty reduction. Also, the forestry sector, approximately 45% of rains forest in Africa belong to DRC, this is another excellent opportunity to create employment for many Congolese by attracting investors in the sector to deal with the business of timber intended for both local consumption and export (IAC, 2014).

E) What is the Relationship between Visionary Leadership and DRC Economic Development? To achieve long-term success, the DRC needs visionary leaders who have a convincing vision for the country; in other words, leaders who can see a bright future beyond today's challenges and uncertainties (Jeffrey, 2016). Also, modernizing different industries is paramount to strengthening the DRC economy. This diversity will help to stabilize the economy. Also, this approach will help the country to cease from being vulnerable to abrupt changes in commodities price (Global security, 2018). Consequently, visionary leaders should seek opportunities in various sectors as explained below:

Infrastructure and Electricity: The infrastructure sector has many opportunities for investments, for example, the construction of national highways to have a better road connecting across the country. With the purpose to facilitate road movement of goods and persons from the rural to urban areas and vice versa, the construction of roads to promote trades within the regions like SADC (Southern Africa), COMESA (East Africa) and ECCAS (Central Africa); - the creation of new or rehabilitation of old railway networks (ANAPI, 2018). Hydroelectric power of Inga alone contributes 42% of the total potential reserve of energy in the country. The DRC has the potential to produce one hundred Giga Watts per hour (100GW/h). The following are some of the existing opportunities to boost the DRC economy: - the construction of regional power lines; first from Inga (DRC) crossing Angola, Namibia, and South Africa; second from Inga (DRC) to Nigeria (West Africa); and last from Inga (DRC) to Egypt (IAC, 2014). Ultimately, the DRC has the potential resources of hydroelectric plants to supply the electricity in all African countries. Unfortunately, the DRC lacks the necessary tools like stable institutions and good governance to materialize this profitable project (USAID, 2018).

Mining, Hydrocarbons, and Industrial Sectors: With a large reserve of minerals like gold, diamond, copper, cobalt, tin, tantalum Columbus, bauxite, iron, coal, manganese, etc. together with many other opportunities for oil, natural gas, and bitumen, textiles manufacturing company, tobacco, food, leather, wood, and paper (IAC, 2014). All these are opportunities that visionary leaders can develop to strengthen the DRC economy.

Second Phase: Interpretation of Results from Direct Observations, Participant Contributions and Reviewed Existing Documentation: Many interactions were conducted to get the opinions of some category of people to supplement the research findings. The purpose was to collect the inputs of some people who seem not comfortable with interviews but interested in the research topic, and they prefer to contribute informally. Also, we collected data from existing documentation. The following are amongst the issues discussed during the interactions:

Importance of Stable State Institutions in the DRC: Most people we interacted with have agreed that the current leadership is not doing enough to stabilize the state institutions. They prefer to operate with weak institutions to safeguard their interest. Today the legislative chamber supposedly to intervene on issues that are in people interest. Unfortunately, this chamber is found to be at the service of the executives and abandon their sole responsibility. The benefit of the people is no longer part of their agenda. Also, the judicial chamber lost its integrity by taking a side instead of being impartial; it is now at the service of the executives (BTI, 2016). Moreover, the judicial system has been instrumentalized and manipulated by those in power to serve their cause (BTI, 2016). The weakness of state institutions is an opportunity for some group of individuals to continue enriching themselves. Therefore, to end this era, it is crucial to change the current leadership and elect new leaders who can establish stable state institutions as to safeguard country economic development, ensure continuous improvement of people well-being, and provide safety and security of people and properties. There are several reports of human rights violations and sexual abuse against women. Also, maintain the DRC territorial integrity.

The Fight against Corruption in DRC: Corruption is continuously present in the DRC, it prevents seriously business environment and affects their operations in the country. Bribery in DRC pervades all state institutions and at all levels. It spreads throughout and consequently renders investment atmosphere in the country less competitive (GAN Integrity, 2018). The practice called *"clientelism, favoritism and nepotism"* has destroyed the spirit of fair competition in the country, mostly in public sectors and industries. It has deeply penetrated to such an extent that it obstructs all efforts to improve and strengthen transparency in the institutions (GAN Integrity, 2018). The malfunctioning of state institutions encouraged corruption to spread through, increase activities of the informal economy, and weaken the level of competitiveness. Also,

businesses see bribery as standard practice and a way to solve the problem rapidly and continue the business (GAN Integrity, 2018). The level of corruption had been assessed to be very high within the DRC security services. It prevails among the DRC armed forces (FARDC) as well as in the Congolese national police (BTI, 2016). Also, corruption is found in the services offered by the public sector and presents significant danger mostly to foreign companies. Also, there is an increased level of petty corruption activities assessed as the result of a little salary scale paid to civil servants (Transparency International, 2014). Due to the degradation of payment condition, civil servants have no option other than getting involved in petty corruption activities as a mean for survival (BTI, 2016).

Poverty Reduction in DRC: Reports indicate that most of the Congolese citizen survive under one US dollar daily (UNDP, 2014b). If the DRC would like to fight against poverty, then it needs to diversify its economy by investing heavily on different sectors of the economy like agriculture, energy, infrastructure, mining, industrial, telecommunication, hydrocarbon sectors to mention only a few to promote wide-ranging economic development that will address poverty reduction and food insecurity in the country (USAID, 2018).

DRC Security Reform Outlook: The prospect for DRC to achieve sustainable peace and development is only possible if the security reform is taken very seriously and supported by the strong political will of the DRC leadership. The entire security services apparatus need a change, and they must be able to establish public order (police), protect borders against external intrusion (army). On the military side more is needed to create an organized and more unified army with the unique chain of command to ensure efficient security service is adequately provided across the country (EU-CSDP, 2014). Today, due to poor working conditions for military and police, they use weapons forcefully to steal money from people to survive (EU-CSDP, 2014). They are also exposed to exercise corruption by taking bribes. Human right organizations and NGOs accused the army of being unable to provide security to its citizen and its borders. Also, today the military is accused of being responsible for serious human rights violations across the country (OSF, 2018). The DRC army is still weak and could collapse very rapidly if tested with a significant threat. Therefore, it is paramount for the leadership to look urgently at reforming this critical sector since there would be no development if the country is not stable and at peace.

DRC Economic Development Outlook: The DRC has the potential to develop and become one of the leading economies in Africa if only it can address the instability around it political atmosphere. It has an enormous reserve of natural resources with thousands of metals and minerals, millions of hectares of arable soil, energy, and water (WBG, 2018). Unfortunately, the majority of Congolese citizen continues to live in extreme poverty and don't benefit from wealth (USAID, 2018).

Opportunities for Growth: Undoubtedly the commodities in DRC play an essential function for the survival of the economy. It means that the rise in commodity prices have a direct impact on the economy. Currently, looking at the increase of copper and cobalt prices, the government payment balance, currency exchange rate and reserves, and state revenues have the potential to improve. In the agriculture and industrial sectors, several studies on the practicability are ongoing to help the diversification plan since the current economy is heavily depending on mineral productions (AEO, 2018).

Threats to Growth: The safety and security in DRC remain a serious concern. The continued violence in some parts of the country (eastern and central provinces), threats to national peace and unity, and uncertainty on the political arena over the organization of the elections in December 2018 are all potential threats that could endanger the DRC economic growth. The devaluation of the national currency causing weak purchasing power for households is another concern that could ignite the current social crisis. The DRC has made little progress by catching up two seats in the world ranging from 184 to 182 out of a list of 190 countries, but the current business atmosphere in the country is still among the 10 worst states in the globe, thus a significant upgrade to improve the system is paramount (AEO, 2018). In summary, leadership deficiency is a significant concern in the DRC. These deficiencies encourage corruption, impunity, weaken state institutions, and eventually kill the country economic growth that would improve the well-being of the people, create more job opportunities and reduce poverty (USAID, 2014).

Discussion of Overall Findings: The following remarks could be drawn from the outcomes of the interviews, focus team discussions, direct observations, participant contributions, and documents. The research results disclosed that indeed the DRC is Africa second largest country with massive natural resources. This wealth provides many opportunities for the DRC to develop its economy and improve the well-being of the Congolese people. Unfortunately, leaders use those opportunities to enrich themselves while the people continue to live in extreme poverty. The Congolese citizen doesn't benefit from the revenue generated from the natural resources due to inequality, impunity, high level of corruption at all government levels, weak state institutions, leadership deficiency at all levels of the institutions, lack of political will, and corrupted justice and security services (USAID, 2014). These factors contribute immensely to the continued suffering of the Congolese people while enriching a small group of elites linked with the regime (GAN Integrity, 2018). They are the sources of unemployment, underemployment, criminality, and wars in many parts of the country (USAID, 2014). Also, this atmosphere reigns insecurity created by armed groups and militias. All these continue to fuel and destabilize the existing fragile security situation and ensure a complete deterioration of the well-being of the people.

5. Summary, Conclusions and Recommendations

Summary: The DRC needs a responsible leadership with a strategic vision and strong political will to transform the country. Once the head is committed to move forward in the right direction and play the role model, everybody will follow the same path. To turn the page, the DRC needs leaders who can empower state institutions to function without interference to guarantee sustainable economic and social development for generations. It is essential to know that people or politicians will pass through, but institutions will prevail. Therefore, having stable state institutions is critical to state continuity. This study informs the humanity that the DRC security sector requires immediate reform, and this can be achieved rapidly through a partnership with the international community (OSF, 2018). This partnership must be able to take robust measures to help improve the sector and eventually contribute to the development of the DRC. Concerning areas are military, police, and other security organs (EU-CSDP, 2014). The political will is considered at this point as the engine to make this machine moves forward and the security sector can achieve much-needed reform if leadership is determined to do so. The reason behind the failure for the DRC to provide an improvement to its army merely is due to lack of political will observed from its leaders (OSF, 2018).

Now, if leaders would like to engage seriously in the battle against corruption, then leaders need to demonstrate a political will to make changes by acting themselves as models and reinforce the applicability of the laws. Meaning taking to court all individuals involved in corruption scandals for a fair trial and executes the court decision without interference. Also, the anti-corruption body must be empowered by the laws to make sure the work it delivers is in the interest of the nation. This anti-corruption body must be independent, transparent, and impartial and preferably report directly to the head of state to avoid interference in the reporting channel. The DRC can achieve economic growth through diversification of its economy with good governance and committed leadership (Radiokapi, 2018). The country has many potentials that can also be exploited to feed the economy and cease from relying heavily on mining sector only which can cause significant damage to the economy in case of the collapse of commodity prices (AEO, 2018). Briefly, if the DRC could exploit in its fullness the sectors of the economy with responsible leadership and good governance in place, the country would be able to create more job opportunities and eventually reduce the poverty.

Conclusion: The study concludes that transformational leadership is imperative for any dramatic change to happen from the present chaotic situation toward the building of responsible state and subsequent development in the post-conflict environment. It is crucial to know that DRC leaders not only carry the responsibility to set a vision and guide people to work towards achieving the vision. But, it is their responsibility to motivate people for change to happen, to empower qualified personnel as managers to run the day to day activities toward rebuilding the DRC economy that suffered from many years of corruption and the devastating wars. Also, leaders need to set an environment that is conducive to unite the state with the society and establish social cohesion amongst Congolese people to cooperate to survive during the transition period and guarantee the prosperity of the DRC (LFHE, 2016).

To properly manage the transition period in the DRC from the situation of war to sustainable development and peace demands considerable and extra efforts from the DRC leaders. Also, to achieve long-term success, the DRC needs visionary leaders who are passionate and proactive about the transformation. For example, DRC leaders need to engage with all concerned partners either inside or outside the country to find better opportunities to implement the vision. Amongst the international partners, we have the Diaspora which is a significant workforce composed of professionals and experts. The regular auditing of the process is vital to ensure whether we achieved the priorities within the given time frame. The DRC leadership could mobilize and utilize well the Diaspora's expertise as this can help to reduce the high costs related to non-ordinary technical cooperation. It is essential to know that skilled members of the Diaspora returning home become genuine actors in the development of the country (OECD, 2014).

Recommendations: The following recommendations are imperative based on the findings from the two interviewed groups:

- Leadership emergence through fair, transparent, inclusive and democratic elections. People should be allowed to meticulously choose the right leaders at all level of government institutions.
- Visionary leadership: Leaders who will be committed to fight against impunity and restore good governance, empower the judicial apparatus, separate justice with politics to avoid institutional insecurity. Also, leaders who are ready to defend people interests, and most importantly leaders who will have the political will to improve the well-being, guarantee territorial integrity, the safety of people and their properties, and eventually, restore the dignity of the Congolese people. Briefly, to choose visionary leaders those who are determined to achieve long-term success for the DRC (Jeffrey, 2016).
- Also, the political will become more active if adequately supported by all the three branches of the institutions, executives, legislative and judiciary in the right directions. The executives can positively deliver to the expectation if the Justice system remains apolitical, neutral, and ready to defend the interest of the people without interference.
- Empowerment of stable state institutions: To recover from the chaotic situation in DRC, democratic leaders should establish and empower stable state institutions. Those institutions should have the following structure to be able to deliver effectively: The legislative chamber which will be accountable for endorsing state laws without interference and influence whatsoever, this chamber must be impartial and operates independently. Also, the chamber should have the legal right to approve, disapprove or amend necessary bills to enable the government to operate. The executive branch must be responsible for executing and managing the public policy endorsed by the legislative chamber. It is in this chamber where the government belongs. The judicial branch must be accountable for explaining the content of the constitution and the laws of the Republic (DRC) and applying their understandings to solve possible disagreements (NCSL, 2018).
- The DRC needs to revitalize it's, armed and police forces, the size of its armed forces must have realistic and verifiable figures. Therefore, improving their working and living conditions together with their appropriate training are crucial elements to ensure they provide effective, efficient and sustainable security services throughout the country. Also, the revitalization process should consist of retiring officers who reached fifty years of age and settling all their dues before separation. So that newly recruited soldiers can fill the gap and eventually rejuvenate the armed forces. Also, the recruitment process should consider the educational background of candidates. Finally, the purpose of this reform is to establish an active, disciplined and patriotic force ready to serve the nation faithfully (EU-CSDP, 2014).
- Poverty reduction: To reduce poverty, in the short-term transactional leadership plays a significant role to build good governance spirit to manage and distribute the revenues equitably by rewarding personnel for excellent performance and punish those who underperformed. But, in the long-term, this approach will face severe limitations and may lead to high staff turnover (LFHE, 2016). Therefore, the ability for DRC leaders to switch from one leadership to another to cope with the reality is crucial. The transformational leadership should take over from the transactional leadership to ensure good sustainable governance and explore other initiatives that can bring new value (LFHE, 2016). The research also recommends to DRC decision-makers to promote the policy of ***"exporting***

more and importing less" since the DRC economic growth depends on its production, this approach will strengthen the financial autonomy and render it less vulnerable to outside threats.

Implications and Contribution to knowledge: The research has developed a much more user-friendly formula that summarizes this study. The formula fits all contexts from state institutions to public or private Organizations. Symbolically, **VISION =** CL+PW+SSI. Where **CL=** Committed Leadership; **PW=** Political Will, **SSI=** Stable State Institutions. Conceptually, no country can ever achieve its vision without the support of these three major elements. One needs a committed leadership in place to set the idea, and we can reach the milestones toward achieving this vision with the support of the political will and stable state institutions. In other words, the political will becomes more active if fully supported in the right directions by all the three branches of the institutions' executives, legislative and judiciary (NCSL, 2018). The research has further revealed that managing people expectations in the country that needs significant reform like the DRC requires a strong political will to support the vision (Raile et al., 2018). Some groups of elites who have long benefitted from the chaos may not readily welcome the changes; they will try to interfere with the changes.

Knowing the challenges ahead managing people expectations in the post-conflict environment with many modifications to handle requires several factors that need to be observed like regular interaction mechanisms between leader and stakeholders to strengthen ties, proper consultation, forums and dialogues, listening to people views and enable their representatives to take part actively in the decision-making process (Karten, 2013). Fixing short-term priorities without losing track on the long-term plan is essential to build trust from the partners and more importantly create hope in people for a bright future. Transform the country with the participation of major stakeholders including the civil society, NGOs, and media. Like any other projects, the method may face challenges during the execution and may require some adjustments, negotiations, even additional fund commitment; to deal with it requires the leadership to be equipped with some attributes to be able to adapt the context when variables arise. To be able to achieve good governance, leadership must ensure that the country has a robust and impartial justice apparatus to fully support the transformation efforts. This Justice must be apolitical, and all its members must not have allegiance to any political party to maintain its neutrality.

In a post-conflict environment, people's expectations are many and urgent. After setting the long-term vision and understanding of people expectations. Thus, leaders need to break down the concept into short-term actions and be able to mobilize resources to achieve milestones so that people build trust as they see change happening towards improving their conditions in the least period. Remember in the post-conflict environment people are exhausted and out of patience and cannot afford to wait for results to happen in ten years. Thus, Initiatives for development at all levels of the institutions in support of the vision must be encouraged. A divided society exists because of the war after many atrocities that have been committed. In a post-conflict environment issues related to ethnic hatred, divisions, Isolation, and mistrust amongst the people could even get worse if leadership does not take urgently a holistic approach to address the causes (SAHO, 2017). To eradicate these flaws, leaders should create an organ in charge of unity or truth and reconciliation to foster a system of regular communication and sincere dialogue between communities to resolve differences and promote integration, while preaching forgiveness between populations and not revenge. Put aside their differences and join strengths to make the country more prosperous (SAHO, 2017). Leaders cannot achieve sustainable peace if the causes of the war are not adequately addressed to avoid reoccurrence of the war.

Limitations and Suggestions for Future Studies: The research encountered some challenges during the process such as political criticism. Some people even rejected the request to conduct this academic research within their organization citing the subject of being sensitive with the potential to have political repercussions. Though attracted by the relevance of the topic, some people were still afraid to speak out publicly of fear of being accused of criticizing the current regime or merely being against the system, and most likely end up being arbitrarily arrested by security organs. Nevertheless, these people would instead prefer to speak at closed doors. Efforts were made to ensure anonymity in all information they provided as per University ethical policy (see appendix attached). Also, some unemployed youths had a negative attitude not because they were not interested in the subject, but because they were desperate for their stagnant

unemployment status. These youths were pessimistic as they have no hope for the possible transformation of their well-being soon.

It was hard to convince them to contribute to the research. Nevertheless, we overcame the challenges and managed to get them on board, and they helped tremendously. The answers we obtained during the interviews were genuine. In the context of performance in the post-conflict state, further studies to determine their importance in chronological order would reveal new approach on which performance leaders can start implementing even with limited resources as we may not be financially healthier to undertake all the five performances at a go. Knowing that each performance requires considerable investment, hence planning is essential to figure out which performance to execute first. Once again, during the post-conflict environment needs are many and pressing, ergo knowing which one comes first at each point in time will help leaders to prioritize resources on most important projects, and then move progressively to the next one. Instead of embracing all at once, run out of funds and stop halfway without achieving intended results. Also, this approach will help leaders to monitor the projects easily and ensure its efficiency. Being interconnected, completing the first task successfully, will pave the way to the next functions.

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Autonomy and Financial Viability of Local Authorities in the Limpopo Province Republic of South Africa

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Abstract: Premised on the state's capacity to govern ultimately derives from capacity to manage the budgetary process, this study relates to the autonomy and viability of municipalities in Limpopo Province. The autonomy and financial viability of the Limpopo Province local authorities poses a challenge to the provincial as well as national government. The purpose of the research was to examine whether local authorities in this Limpopo province are autonomous. In addition to determine if they are financially viable. A descriptive research was used to for this research. Based on the outcome of the study, the researched local authorities are not financial viable and autonomous as they depend on grants from national government.

Keywords: *Autonomy, financial viability, tax base, local authorities, semi-urban, rural.*

1. Introduction

The autonomy and viability of local authorities had been a big problem for the South African government in the past. During the apartheid era targeted commissions and committees of enquiries investigated the autonomy and viability of these institutions. It is apparent that the new government has inherited the institutions, which are not viable, with service backlogs, limited financial resources and insufficient physical capacity.

According to the Ministry for the Provincial Affairs and Constitutional Development (South Africa, Republic, 1999a) there was financial instability in various municipalities in South Africa in the past. This state of affairs was exacerbated by the insufficient tax base, service delivery back logs, deteriorating infrastructure and credit worthiness. In addition borrowing capacity, administrative inefficiencies, in taxes and other riddles were also thorny issues. Some of the issues prevalent to South African municipalities then were articulated as lack of capacity in terms of giving cost effective budgeting, accounting systems, financial reporting. Certainly management practices were weakened, revenue which could only be generated by the advantaged white municipalities with small populations to serve. In addition, , those municipalities had economic resources to tax. To this end, the financial shortfall was built into local municipalities for black areas. A case in point as Humphries (1992) posits is that Croeser's analysis of local authority finance in which he argues that white local authorities have more spare financial capacity that they admit to, and could therefore shoulder the burdens of a single tax base with the townships, would seem to be designed to limit claims by local authorities on central state for additional finance. The above arrangement led to discrimination and segregation in rural areas. These fundamental paradigms contributed too many boycotts during the year prior to 1994 in black communities. Community bodies and other organized civil society started to organize to fight and crying inadequate service delivery rural areas. They organized boycotts against rents and service charges and consumer activities. The contention and fight was to achieve a common tax base for one city or town.

South African government made various investigations in the past. The motivating factor is that a local authority requires money to perform its functions and provision of services (Cloete, 1993a; Craythorne, 1997). In the light hereof the study describes and analyzes the need that should serve as principles in local authorities' financial viability. Those who are in authority will realize the need for efficiency and effectiveness as well as on responsibility and public accountability for collecting of municipal revenue. The citizens in all the municipalities will realize the need to participate in meetings of matters concerning the derivation of revenue of their areas through ratepayers' association and other interest groups where necessary. The municipal ratepayers can also participate indirectly in the municipal decision making processes on taxation and other revenue collected from them. The study on autonomy and financial viability will seek to provide the basis to evaluate the conduct of councilors. To this end, the municipalities will realize that they need some kind of autonomy to exploit more revenue for their areas of jurisdiction.

This study on autonomy and financial viability will create more ways for others to explore on the subject especially in determining the affordable sources of revenue for the local authorities that can enhance their chances to gain more autonomy. This will also be an opportunity for the local council to develop the property tax base and other tariff in the rural municipalities that will stimulate a lot of research, more interrogation by those who are interested in finding the way of getting sufficient tax base and revenue sources for the municipalities. The autonomy and financial viability of the local authority is a new phenomenon in the rural municipalities and especially to the majority of African people. The study therefore seeks to examine the autonomy and financial viability of the local authorities in the Limpopo Province. **HO**: It is apparent that these local municipalities do not have autonomy with regards to the various decisions in their municipal areas. Apparently various municipalities still receive instructions on how to handle the day to day business from provincial and national governments. **H1**: It is apparent that these local authorities do not have sufficient tax base in order for them to be financial viable. It seems that these municipalities still receive subsidy from the national and provincial governments to finance their day to day activities and even capital projects.

Conceptualization autonomy: The conceptualization framework will finds it expression on the functions of a local municipality, history of municipalities in South Africa, White Municipalities, Interim phase of local government after 1994 and Municipalities after 1999, institutional autonomy and financial viability. These issues will above all underpin the conceptualization framework.

Functions of a local municipality: - The broad developmental goals of local government have been clearly stated out in Legislation and acts of parliament (South Africa, Republic, 1996) (South Africa, Republic, 1998b). In order for the municipality to function properly, there must be a tax base required for the municipality. A primary source of revenue base comprises of rates and service charges paid by residents and businesses. Councils are therefore mandated to collect rates and levy service charges. These processes comprise a significant administrative function in and of themselves. Municipalities can potentially provide a very wide range of services, dependent upon their size, local and financial standing. Municipalities need money to pay services and the necessary activities. The constitution has brought with it the new set up in the history of the South African municipalities (Cloete, 1995; Gildenhuys, 1997a) and mandated local government in terms of legislation with functions which every citizen is supposed to enjoy. The words of the Executive Mayor of Johannesburg city, Mr Amos Masondo regarding local government are encouraging. He said that in Gaffney's (2001): "Councils who thinks community and use resources in the interest of communities will see the results of their efforts in the local economy. There can be no other national for our existence than to service our communities and ensure we deliver quality service".

History of Local Government in South Africa: The history of South African Local Government was characterized by one South Africa with two South African perspective: one White South African municipality and one Black township scenario which was also complex in the sense that it is also had semi urban/rural areas and also tribal areas which in one way or another fragmented. The white municipalities were the only municipalities that were well equipped in terms of infrastructure. The Black Townships were some kind of simulation of white municipalities because they were simulating what the white municipalities had. The white-apartheid South African municipalities were born out of the following acts of parliament: The Union of South Africa , South Africa Act, 1909 (South Africa, Republic, 1909), Republic of South Africa Constitution Act, Act 32 of 1961 (South Africa, 1961a) and the Provincial Government Act, Act 32 of 1961(South Africa, Republic, 1961b). The Provincial Act conferred powers on provincial councils to, legislate on municipal institutions, divisional councils and similar institutions. The legislations passed since 1910 resulted in the establishment of municipalities in the four apartheid provinces. It also extended to the divisional councils in the Cape Province, village councils and village management boards and town boards, health committees and local boards (Craythorne, 1997). Those days local government reference was made only to white municipalities nothing else.

White South African Municipalities: Since unification in 1910 the viability of South African local governments has been a governmental problem. The problem has focused mainly on financial matters. The RSA's concern about the financial welfare of local government has been borne out of its appointment for years of approximately 10 commissions of enquiry into the financial affairs of municipalities. The commissions in questions are Murray Commissions in1910 up to the Browne Committee of 1990(South

Africa, Republic, 1990) and Croeser working group of 1982(South Africa, Republic, 1982a). Despite all these, the viability of local government remains a problem (UNISA, 1994). Black local authorities were established in terms of the Black local Authorities Act of 1982(South Africa, Republic, 1982b). Until less than a decade ago, references to local government in South Africa implied white local government. It had always been the intention of the government that Blacks, Coloureds and Indians would receive some form of local government when they were able to govern themselves (Hanekom, et al, 1987). The development of local government for Black, Coloureds and Indians, gained momentum after the constitution was proposed to the central government (Cloete, 1997). These local governments did not have proper infrastructure to warrant them local government status, which a community can be proud to have. A community can be seen, being, economic and ability to maintain itself. A community, its structures and the way of life it generates, its place in relation to other communities, is unique and has certain characteristics that it does not share with other communities. A community should be provided with social infrastructure which it can be proud of (Meiring and De Villiers 1994a; Meiring and Parson, 1994b) rural communities reside in underdeveloped areas, far from work opportunities, unsustainable rural settlement and lightly unequal access to services and amenities. There was also Bantustans which had a system of township municipalities, which were established in terms of proclamation R293/1962 (South Africa, Republic, 1962), which also were some monsters to please black Bantustan leaders.

Interim phase of local government after 1994: This era was the first round of restructuring, arranged in terms of legislation "Local Government Transitional Act, Act 209 of 1993 (South Africa, 1993). The legislation was throughout dealing with this practical way of making the transition from essentially "white only" municipalities for all people (Cloete, 1995). The act brought with it coexisted a time, with homogenous councils.. The establishment of District councils, Representative councils and rural councils were extended to the rural areas. In terms of the above act, 843 Transitional local councils were created.

Municipalities after 1999: The RSA provides reorganization both administrative and political set up. The Municipal structures Act was passed as new, Act 117 of 1998(South Africa, Republic, 1998a). It was geared to c0incide with the second round of municipal elections. The Act provided and included remote areas, i.e. the wall-to-wall local government. The Act gave birth to three forms of municipalities namely; Category A that are metropolitan councils, Category B which are local municipalities or areas and Category C which are District municipalities. The Category B and C municipalities with subtle two hundred and eight four (284) municipalities in Republic is a key part of building viable, developmental local government systems within the framework of cooperative governance.

Institutional autonomy: A municipality has the right to govern, on its own initiative, the local government affairs of its community, sub rent to national and provincial legislation (South African, Republic, 1996). In addition, the national or a provincial government may not compromise or impede a municipality's ability or might to exercise its powers or perform its functions. The provisions are a guarantee of autonomy, but still subject the municipality to the laws made by national and provincial levels of government. To govern, it means the power to compel citizens to pay taxes or fees and levies and to enact legislation, no matter how sub ordinate and to enforce that legislation directly or indirectly (Craythorne, 1997).

Financial viability: Ismail et al (1997) posit that financial viability is very crucial since it deals with the financial capacity of the local authority to run its program and projects. The viability criteria dominate much analysis because the cost is always of concern to the client and because analysis has excellent tools for comparing criteria expressed in monitory values. According to (Catarese and Snyder 1979), there are four basic questions, which divide the criteria of economic and financial viability: What effect does the proposed policy or program have on the client's fiscal situation? Is it cost effective? That is, is it the least expensive means of adequately and effectively addressing the problem definition? It is economically feasible? Will it maximize the client's return on investment? What additions economic impacts would it have, and how significant are they? For a public client, this might man analyzing the effect of the policy on the local economy. For a private client it might involve forecasting the reactions of competitions. Efficiency is measured in costs per unit of output or benefit and the alternative with the lowest ratio is best. But a very efficient policy does not directly and fully addresses the problem statement, is of little use to policy analyst, unless it makes up

only one part of large solution. For this reason, the concept of cost effectiveness is generally more useful as a policy analyst criterion.

Profile of Limpopo Province: The Limpopo Province shows that it is the northern provinces which borders Mozambique in the East, Zimbabwe and Botswana in the North and West and is sub-divided by the N1 motorway- that runs from Johannesburg -Zimbabwe. It connects the province to South Africa's largest single market Gauteng and onwards to Durban, the country's busiest port. The Province's titanium and the richest mineral deposits in Southern Africa and one of South Africa's richest agricultural exporters of sub-tropical and citrus fruits. Manufacturing is the province's least developed industry.

Limitations of the study: The study which was conducted in 1999 to 2002 did not try to do an all-embracing analysis of the autonomy and financial viability of the local authorities in the province. The study on autonomy and financial viability of local municipalities is considered as vital factors for self-sustenance of municipalities. The study is centered on the confidentiality and sensitivity of the nature of data. The study was limited by some municipalities which did not, respond to the questionnaire developed and sent to them.

2. Literature Review

The government appointed approximately 10 commissions of inquiries to determine the viability of financial affairs of local authorities.. The commissions in question are amongst others, the Murray commissions in 1911 up to the Browne Committee of 1980 and the Croeser Working group of 1982. Despite all these, the viability of local government remains the problem (UNISA, 1994). A similar study was conducted by the University of South Africa about the reality check of four authorities in the Limpopo. the report indicated that the financial status varies according to the size, historic development and structure of the local authority (UNISA, 1999). The literature review will focus on financial autonomy, sources of revenue, loans and capital finances, property taxes, services charges, finances by means of subsidies and utilization of financial resources. In addition, institutional systems, the role of district and local municipalities, own revenue, financing municipalities in rural areas and municipal borrowing will enhance the discussion.

Autonomy: The role of local government was best articulated by the former president Nelson Rolihlahla Mandela (SALGA, 2001) when he said : "Local government in the past has traditionally been the local face of apartheid, immersed into practices of upholding influx control and residential segregation. These were the foundations of residential apartheid and forced removals. The arrival of democracy marked the dawn of a new era of constitutionalism in which the Bill of rights will play a pivotal part in the development of our democracy. It binds all levels of government in its daily interaction with communities that will bear the responsibility for the human rights culture at local level (where) we will be translating human rights into a living reality." It is therefore no doubt translating the human rights rhetoric into living and concrete reality.

Institutional autonomy: According to (De Villiers, 1992), autonomy refers to the ability of sub national government to act in self-determination in such a way that certain affairs can be conducted and decisions taken without external interference. The concept of autonomy indicates the judicial capability of an entity to act at its own direction. It is however, fortunate or unfortunate that the ability of the entity to act may be influence by a number of factors such as financial resources, managerial skills, and administrative capability and infrastructure constraints. The local authorities will be looked into in conjunction with the financial viability of such authorities. A practical consideration of a local autonomy is to a large extent determined by its ability to finance its activities that are planned. In order to be successful there should be a balance between the constitutional obligations that a local authority has and the economic resources given to it for purposes of fulfilling these obligations. In most cases the local authorities depend on grants from national government to finance its activities. When the assistance becomes precious and serves as a base for informally amending the constitution, the autonomy of the local authority is at stake. It is also imperative to realize that the local authorities are by and large reduced to begging for assistance in order to undertake projects that constitutionally devolved to them but not getting sufficient financial resources (De Villiers, 1992).

It is necessary to acknowledge levying and raising of taxes by national government. Generally speaking the role of the national government as the tax levying machinery is paramount. Certainly, national government is

in terms of legislation responsible for the collection of most taxes, thereafter they are distributed as required to both provincial and local authorities. An overview of various taxes that collected points to taxes collected by national government for its own activities, taxes collected are shared with authorities, taxes collected by national government and paid finer to the provincial and local authorities and those taxes that are collected by the provincial and local authorities. The role of the national government in this study is emphasized due to the fact that it has the ability to collect taxes nationally. It is important to acknowledge the fact that there are certain taxes that are earmarked in the constitution for provincial and local authorities irrespective of the fact that the centre collects them.

The national government can utilize various methods to assist the provincial and local governments to contribute income that has been collected nationally. National uses equitably share of revenue to distribute revenue to various spheres of government. It therefore gives the national a lot of coverage to influence activities that is planned by provincial and local to render financial assistance on conditions that certain regulations are complied with, despite the fact that a specific manner resides under the competency of either provincial or local authorities. De Villiers (1992), states that these might have an impact to the local authorities by limiting the autonomy of a provincial or local authority. It would not however change the rightful relationships as prescribed in the Constitution.

The question of revenue sharing leaves much to be desired. On the positive note it guarantees the local authorities a minimum income, which can help them in planning. On the negative note, it is inflexible and incapable of adapting as circumstances changes. At the same time it is important that the local authorities must have some autonomous tax base as a guarantee against intervention. In the light hereof, local authorities' autonomy, if viewed negatively, constitute a threat to national unity and can present an obstacle to national integration. If viewed positively it provides a basis for the maintenance of self – identity, giving people the opportunity to express their views and to participate in governmental processes on local, provincial and national levels.

Positive side of autonomy: Autonomy if viewed positively can yield the following aspects: encourage participation, reduces conflict by enabling local authorities to adopt policies that best suit their needs; it provides opportunities of combining benefits of both unity and diversity; tights are granted; encourages domestic participation. In addition it improves communication between the populations; contribute to the more successful management of national economic development; improves the quality of administrative technical and political leadership; contributes to a more effective governmental process; encourages experimentation in problem solving; increases political stability and national unity.

Negative side of autonomy: On the other side, autonomy can lead to an emphasis on regional differences, which threaten national unity; limit the ability of local authority and cannot survive without capacity building. However, the local authorities should be aware to serve as administrative lackeys of national government. If local authorities cannot attain a substantial autonomy by raising a large portion of their own funds it will be difficult for the community to gain trust and confidence. If they are unable to improve the lives and conditions of their communities, they will not only have difficulty in developing into credible sphere of governments, but will also fail to perform one of their most important constitutional functions, namely promoting socio economic development within their areas of jurisdiction (Ismail et al, 1997).

Financial autonomy: Municipal finances are an overriding factor in the management of the local authorities (Ismail et al, 1997). Local authorities need money, to provide public services. The rural areas can also contribute towards the financial autonomy and viability of their municipalities (De Beer and Lourens, 1995). In most instances the population found in the rural areas is more than the town population. Through the development of proper financial strategy and tax bases the categories of teachers, magistrates, nurses and clerks can definitely boost economy in these municipalities. They are potential ratepayers and these have to be exploited drastically. To this end, financial sustainability is characterized by continuity, resiliency and favorability. While financial viability measures what policy or program costs and what benefits it produces in return. The above definition *ceteris paribus* would in a way determine financial autonomy of municipalities.

Sources of Income: The district and local municipalities have an important role in ensuring that revenue sources are generated successfully in the various areas. Hereunder the roles of these municipalities and sources of income are discussed:

Roles of district Municipalities: District municipalities have the key role to play in: promoting integrated regional development. Such role recognizes the linkages between urban nodes and surrounding rural areas. In addition, the role of districts should be as a supporting primary tier in rural areas and in particular providing capacity for rapid delivery in areas where rural municipalities lack capacity (Gildenhuys, 1997b; Esman, 1991).

Roles of local Municipalities: Local municipalities are there to determine the choice of a tax rates to be imposed, to define the tax base, to determine the tax rate and to administer about cost of service provision and traditionally the lifeblood activities (Emislie, 1991). Due to shallow tax base, national and provincial governments provide many municipal services in rural areas through subsidies.

Sources of income of municipalities: Local authorities require money to perform its functions. The local authority needs money to engage staff and to buy machinery and materials to render services to the public. In order to spend money, it should first be raised from one source or another. The sources of income of local authorities are prescribed in terms of legislation (Cloete, 1993a). The sources of income of local authorities are analyzed hereunder:

Property rates: Local authorities obtain a considerable portion of their income from rates and levied on fixed property (land and building). Most of the former black and especially rural areas remain outside of the property tax net.

Services charges: represent the largest source of revenue for municipalities. In most instances the municipalities, have to repay the original service providers such as ESKOM and Water boards. The service charges comprise mainly of electricity, water, refuse removal, sanitation and rates and taxes. The local authorities require residents to pay for the services provided by the local authorities, for example payment for sewerage services, entrance fees to swimming baths and parks., rent for municipal halls and other buildings (Cloete, 1993a).

Financing municipalities in rural areas: Municipalities must have mechanisms for financial viability of rural areas. The following are some of the mechanisms: - Sectoral funding for infrastructure, raising loans for capital expenditures, raising of revenue from industries where applicable and the possibility of local government harnessing the flow of revenue in communal land areas. Rural areas exist largely in name with little or no fiscal capacity. They have very limited economic base and the tax base is very restricted mainly because there is no property or land tax or other levies collected in rural areas. Local authorities, impose rates on property and surcharges on fees for services provided by or on behalf of the local authority (Cloete, 1997). A municipality may use the property rating such as: Assessment rates, valuation of property, site rating, flat rating and differentiating rating to add its revenue.

Loans and capital finance: Capital projects can run into costs amounting to millions of rand. It is not possible to finance all the projects at the given point in time. Local authorities raise loans to finance capital expenditure. It is therefore possible for them to use internal sources of financing such as the capital development fund. Another way is to obtain loans from higher levels of government to finance capital expenditures out of income derived from service levies income from the district council levies, of their projects.

Subsidies and equitable shares: Local authorities receive subsidies from provincial and national governments, for example to enable local authorities to provide health service which must be provided to protect the population against diseases (Cloete, 1993c). Specific forms of governmental relations are established when a higher authorities give out money by means of a grant or subsidies (Hattingh, 1998). The aim is to boost the income, which is received by the municipalities. The subsidy that they receive is able to balance their excess between the revenue collected and actual expenditure incurred. Since 1998/99 financial

year South African municipalities have received allocations from the "equitable share" of national revenue in terms of the constitution (South Africa, Republic, 1999b). The equitable share is based on the notion of equity transparency, predictability and accountability that is linked to the new intergovernmental fiscal system. The government has established grants for service delivery. The objective of these grants is to fill gaps, between funds needed to maintain the basic facilities for the operation of local government. In terms of the requirements, those municipalities with sufficient revenue raising capacity to finance the basic facilities of local government do not receive these grants. To qualify for these grants, the municipalities should have populations not exceeding 2000 people. The municipalities with higher levels of average income receive smaller grants. This is the case because high-income municipalities are considered to have sufficient revenue raising capacity to finance the basic operations of government on their own (South Africa, Republic, 1999c).

Utilization of public finance resources: The effective utilization of Public financial resources involves complicated steps, which affect Capital-Revenue, stores, equipment and building. The following are some of the issues which the Municipal Manager, Town Treasurers and all official who work with public financial resources must consider when dealing with finances. Introduction, monitoring of sensible procedures for the safekeeping and handling of money, stores and equipment, enforcement of financial policing, co-ordination community charges, supervision of correct accountancy practices and documentation or recording of financial transactions (Meiring and De Villiers, 1994a). Public services and development of a community cannot take place without money. The financial requirements of an institution must be taken into account. Maximum satisfaction can only be obtained if the money is as effectively utilized as far as possible.

Roles of councils and officials: The councils and obviously the officials and in particular the Municipal Manager and his top management has an important role to play regarding financial autonomy and viability. The municipal councilors within the municipality's financial and administrative capacity have the right to govern on its own imitative the local government affairs of the local community. In addition, have to exercise executive and legislative authority and finance the affairs of the municipality. Cloete (1997), posits that the council has to pass by laws, approve the budgets, and impose rates and other taxes, levies and duties and raising of loans. The Municipal Manager is responsible and accountable for the formation and development of an economical, effective, efficient and accountable administration (De Viliers and Meiring, 1995). They have to ensure that the system of financial management and internal control are fundamentally established. They have to ensure that financial and other resources of the municipality are utilized effectively, efficiently, economically and transparently. Above all they have to ensure that all revenue due to the municipality is collected.

3. Research Methodology

The research was conducted during the years 1999-2002 on the autonomy and financial viability of local authorities in Limpopo Province. The research used qualitative exploratory and descriptive analytic methods. Secondary and primary data was collected from the sample municipalities. They were used because primary source for example offers a written evidence or oral account of information. On the other hand secondary data provides information already available in libraries or archived materials. These are some of the reasons why books, magazines, periodicals, newspapers, articles and interviews were used in this study. Questionnaires were developed to gather information from the sample population. The reason to have opted for the municipalities in the Limpopo Province is because of their uniqueness in terms of the mixture of the urban and rural municipalities' features (CEPAD and Solace International, 1996). Twenty –two municipalities and six district councils were requested to provide information by means of a questionnaire. Only Thirteen municipalities or localities were researched using the above analysis methods.

4. Results and Discussion

Arguably, financial viability has to revenue or income exceeding its expenditure during a particular financial year. For the purposes of this study, financial viability is considered to go hand in hand with self-sufficiency or self-reliance.

The research revealed that, some municipalities were not in the position to answer all the questions as developed and sent to them. Others especially the rural municipalities such as Greater Giyani, Blouberg, Mutale, Thulamela, Bushbuckridge, Makhuduthamaga, Lepelle-Nkumpe and Aganang with the exception of Fetakgomo municipality did not return the questionnaires and partly as a result of the limited time available.

All former white municipalities namely: Makhado, Musina, Modimolle, Lephalale, Greater Tzaneen, Molemole, Polokwane, Mogalakwena, Bela-Bela, Thabazimbi and Ba- Phalaborwa, with the exception of Mookgophong, Greater Letaba and Maruleng municipalities responded to the questionnaire. However, it should be mentioned that 52 percent of local municipalities responded while 48 percent did not respond to the research.

Table 1 outlines the financial viability indicators (Marshall and Douglas, 1997) relating to measures, questions and their key characteristics. Many questions and interpretations are possible and desirable in order to further the understanding of financial viability and thus can be replicated. This was one such municipal viability framework to help built a significant part of this study.

Table 1: Financial Viability Indicators

Measures	Questions	Indicators
Revenue	Is the tax effort potentially straining the fiscal capacity of the municipality?	A falling /rising mill rate A falling/rising per capita or per capita square meter tax level A declining/rising residential and /or commercial assessment base Indications of taxpayer "revolts/protests"/satisfaction , e.g. decreased/increased frequency of tax –associated complaints
	Are reserve funds being depleted?	Property tax arrears are high and increasing/low Declines in/additions to reserve funds combined with declining/rising sources of other revenues
Expenditure	How do the levels and trends of expenditures "measure up" against similar municipalities?	Unit costs are higher/lower than in similar municipalities
	Are the expenditures adequate or being administered efficiently to meet the local service needs/	Some services are delivered infrequently or inconsistently/on time
Debt	What does the municipal debt "look like"?	High and rising/low and falling levels of "short – term" debt at the end of the financial years
	What does the municipality deficit "look like"?	Deficits have/have not been accrued for a number of consecutive years

Sources: Adopted from Marshall, J. A. and Douglas, D. J. A. (1997). The Viability of Canadian Municipalities: concepts and Measurements.

As indicated above, the Constitution mandates municipalities to perform local government functions and is expected to provide public services such as municipal roads, street lighting, refuse removal, refuse dumps, and solid waste disposal, local amenities, and municipal parks and recreation, water services and sanitation. . It is therefore imperative to indicate that they are therefore expected to improve the quality of residents' lives at grass-roots level. In order to do that funds are needed to finance the above activities. When one talks about municipal viability reference should be made to the financial status of that municipality. In addition, functioning municipality has a satisfied community, good governance and sound financial system and thus a large part of overall viability must rely on the financial state of a municipality. It goes without saying that, viability should be an ability to produce adequate revenue to pay for its commitments and allow growth while maintaining service levels.

It therefore stands to reason that local governments need highly skilled capacity thinkers to be able to ensure that their municipalities are viable in terms of identifying, collecting, recording and safeguarding of all revenue. It is so because the municipalities have both a political and an economic purpose. These municipalities also serve an economic purpose by delivering basic services that affect people's everyday lives. Poor financial management and inadequate legal measures to enforce accountability cripple financial non-viability in municipalities. Arguably, councilors have to take politically-motivated and responsible decisions as opposed to irresponsible encounter which can burden municipalities with non-financial viability.

Revenue sources of municipalities: The sources of revenue are the oil of the municipality in everything that they do. Various projects have to be funded and without financial resources these projects will stand to fail. The sources of revenue of the municipalities are property tax rates, service charges, electricity, water, refuse removal, sanitation, and rental of facilities, trading services, membership fees, license fees, and loan funds. According to statistics, municipalities can gain a competitive advantage if they can collect revenue to its fullest capacity. Total potential revenue of selected municipalities per annum was projected as follows: 1999/2000 (R933,600,000), 2000/2001(1,,003,100,000) and 2001/2002 (R1,105,900,000).The objective of using the above statistics was to show the sources of revenue that a municipality can generate and also check the trends of total revenue collected for three financial years. The national and provincial governments subsidize municipalities to enable them to provide specific public services.. They are also exempted from paying taxes such as stamp duties, income tax, and tax on donations or gifts received by them. The above mentioned taxes constitute what is termed indirect taxation (Cloete, 1993b). Grants received by the twelve municipalities as subsidies from national government amounted to R103, 111,000. The rationale in using `this information was to find out whether municipalities receive subsidies or not. Indeed they do receive subsidies to bolster their revenue sources and to bridge the gap between what they can afford and what they cannot afford.

A property tax is a levy or rates on fixed property.. Land and improvements (buildings) can be rated separately. For levying of rates, the land and properties must be valued separately. The usual basis for valuation is the market value, but sometimes the replacement value is used as a basis. The municipality through the use of qualified valuers must undertake the valuation of fixed properties for rating purposes. There are also simplified rating systems that require the owner of the building to pay an amount calculated on the basis of the size of the land (PLANACT, 2001). However, there are number of problems brought about by this system in relation to the transformation and amalgamation of municipalities. There are past decision making on property tax that was influenced by the undemocratic practices of apartheid.

The following is the legacy left by the system: according to (PLANACT, 2001), this state of affair resulted in "Skewed settlement patterns in the geographic and social segregation of residential site and is indicated as follows:- A concentration of wealth and property tax bases, as commercial and industrial activity was located only in former white municipalities, Poor infrastructure and services backlogs under amalgamation, Establishment of non-viable institution such as homelands. The legacy is having a far-reaching effect when trying to create viable, non-racial amalgamation former black local communities.

The following are the side effects:

- Property taxes existed in the urban white areas. The coming together of these municipalities has brought new areas into the property tax net such as R293 and the Black Local Authorities. These tax areas were not paying taxes.
- With the amalgamation of areas, which used to be taxed using valuation dates and systems were put together into a single municipalities. The inconsistencies in the property tax rolls of the amalgamated areas resulted in further inequities, including different effect tax rates among property owners.
- Rural land and properties have not yet been brought into the property tax system or net. The study conducted from the thirteen municipalities shows that rural areas in all instances have not been integrated into the property tax net. The study showed that an estimated 1 000 000 plus minus people reside in the rural areas who were not in the tax net and as such collecting taxes from the rural areas are concerning for economic viability municipalities point of view (CEPAD and Solace International, 1996).

Operating budget: it would be unreasonable to discuss revenue sources of municipalities without mentioning the operating budget. In fact there is a link between the sources of revenue of a municipality and the budget amount. It must be a prerogative of the municipality to put a budget plan together based on the revenue sources is having. The consolidated operating budget of these municipalities is as follows: 1999/2000 (R846, 100,000), 2000/2001 (R978, 700,000) and 2001/2002 (R1,115,400,000).

Operating expenditure: Is referred as expenditure by a municipality (Ismail et al, 1997). The objective of discussing the operating expenditure is to show the relationship between the sources of revenue, the budget and the expenditure incurred. Municipalities spend their money generated from their sources of income. They utilize these monies to employ staff, buying of equipment, goods and services, material used to construct and maintain streets, electricity and water and reticulation systems. Cloete (1993b) posits that municipalities are restricted to spend money available to them. In order to spend properly they must have prepared an approved estimate of expenditure. The operating expenditure for the selected municipalities under consideration was 1998/1999 (R722, 000,000), 1999/2000(R923, 780,523), 2000/2001(R959, 320,000)

Capital expenditure: It can be incurred when the municipality acquires durable assets (Ismail et al, 1997). In order to finance these assets, capital finance is needed. Capital finance is money that is used for expenditure on terms with a useful lifespan of more than one year. The money is mainly used to build infrastructure for delivery of service. The study showed that expenditure on capital projects for the financial years 1998/1999, 1999/2000 and 2000/2001 which needed financial injection amounted to R121,697,000, R137,539,000 and R129,770,000 respectively.

The need for capital finance stems from the fact that much capital expenditure are expensive and require huge capital. Municipalities cannot afford to finance capital projects over a period of one year. The sources of capital loan finance are generated by the municipality itself and for the service such as leasing and user charges. External source are loan finances that are made to municipalities through parastatal development finance (Planact, 2001). The objective of citing capital expenditure in this section is to indicate the influence, which such expenditure may have to the municipal financial viability and autonomy. As s indicated above, the capital expenditure comprises and external and internal sources. This means that if the internal sources are insufficient, that particular municipality has to seek the help of the external sources. Capital expenditure will also interrogate the financial viability of the municipality.

Outstanding debts: the institutional viability and financial adversity of various municipalities is decisive. The Department of Constitutional Affairs in its document titled Municipal Infrastructure Investment Framework (South Africa, Republic, 1999b) states that many municipalities face financial difficulties. It stated that these difficulties emanated from the transitional pressures of the integration municipalities based on new boundaries. Amongst others, municipalities faced with the situations:-previous unsustainable in certain and institutional reorganization. The objective of discussing the amount of monies owed to various municipalities is to show that municipalities are sacrificing lot of revenue. The revenue forgone would be contributing and adding more money to the economy of the municipalities in question. This would however be left to the authorities to add more capacity to revamp the collection of outstanding debts entirely. The study revealed that a total amount owed by residents of the selected municipalities since 1998 to 2001 was 1998/1999(R121,003,183), 1999/2000(R132,716,457) and 2000/2001(R334,328,538) respectively.

Various municipalities in the research are taking certain steps to recover such outstanding revenue through the discontinuing services, handing over of arrear amounts to attorneys for collection, taking actions and summons, effective credit control, utilize debt collections, indigent policy, remind debtors to pay their accounts, legal processes and suspending electricity, community meetings and Provision of quality service, sending of monthly accounts timeously, termination of services, permit residents to apply for extension of payments, facilitators educate non-payers, arrangement for arrear accounts, campaign to enforce payments, the consumers signs for extension of time and in terms of the council resolutions the consumer would not pay interest on overdue accounts, accounts are send out at least 21 days before due date, arrangements with debtors are made before the 15th of the month and campaigns to pay by councilors are made.

A major initiative aimed at accelerating delivery of basic services and housing, promoting the resumption services charges and bond installments, creating sustainable and efficient local government was, launched by former President Nelson Mandela. However, the culture of non-payment still exists, unfortunately, the communities were not properly educated after the collapse of the apartheid system and it handicaps the development of various municipalities under study. The state of affairs is till serious in the municipalities that are in most cases having deficits and helped by grants or subsidies. This state of affairs is not healthy for the survival of the municipality. However, this matter is left to authorities to investigate and rectify where necessary.

Revenue collection: the objective is to show the potential revenue that can be collected from the rural areas. The objective was also to check whether rural communities can add value in terms of ensuring effective contribution towards the financial viability of municipalities in Limpopo Province. The study also checked the type of revenue collected from the rural areas. It was apparent that the revenue can be exploited form electricity, water services charges and rates. However, only Makhado and Mogalakwena municipalities indicated that they collected R2 million from the rural areas respectively. The above statistics shows that a lot can be done in collecting revenue from the rural areas. There is a lot of potential revenue apparently in the rural areas especially that nurses, teachers and clerks reside in these areas.

Self-sustainability of municipalities: the objective of whether a municipality can survive without grants or subsidy was to determine if subsidies are important for running the municipality. Out of twelve municipalities studied, it was found that eight (8) indicated that they cannot survive without grants and four (4) stated that they could survive without grants. Polokwane, Ba-Phalaborwa, Makhado, Mogalakwena, Thabazimbi, Bela-Bela, Tzaneen and Fetakgomo stated that they could not survive without grants. Lephalale, Molemole, Musina and Modimolle indicated that they would survive without grants. The wisdom is however questionable.

Effect of the financial aid to municipalities: the objective of this statement was to determine whether the financial aid has any bearing on the operations of the municipalities. Four (namely: Ba-Phalaborwa, Makhado, Lephalale and Bela-Bela) out of twelve municipalities cited that the financial aid does not have an effect on the operations of their municipalities. The reasons advanced were: municipalities were independent in taking decisions; National government monitors financial viability of municipalities and ensures that municipalities are accountable to the communities and that they carry out national mandates. However, eight (8) (namely: Musina, Modimolle, Greater Tzaneen, Mogalakwena, Thabazimbi, Polokwane and Fetakgomo) of the municipalities projected that the financial aid is having an effect on the operation of the municipalities. The rationale confirming the state of affairs were that implementation of the indigent grant policy to subsidize poor households are in place, infrastructure development is planned by national and if there no grants allocated and received the increases in tariffs will not be affordable.

Payment of property taxes by provincial and national governments: the objective of this was to ascertain the contribution which is made by the provincial and national governments to enhance revenue for various municipalities. The following municipalities (Polokwane R6 million, Thabazimbi R50, 000, Mogalakwena R2 million, Modimolle R300, 000, Musina R654,000, Molemole R2 million, Ba-Phalaborwa R2m, Makhado R1 million , Bela-Bela R2 million and Lephalale R2 million respectively) indicated that they collect property tax rates from national and provincial spheres of governments. On the flip side Greater Tzaneen and Fetakgomo did not collect property tax rates from national and provincial government. The above state of affairs shows that there is some kind of different policies used in the collection of property taxes from national and provincial governments. A proper and standardized policy would uniformly especially with regards to the collection of revenue from provincial and national governments.

Autonomy of municipalities: When a municipality cannot or does not fulfill an executive obligation as mandated by the Constitution or legislation, the provincial government may intervene. It can do so by taking appropriate steps to ensure fulfillment of that obligation. To this end, Provinces are required to monitor, support, strengthen the capacities terms of Sections, 154(1) and 155(6) of the Constitution. These are overlapping duties by the two spheres of governments. The autonomy of the municipalities is questionable especially when it comes to the capacitating and support given to the municipalities. The state of affairs

brings in the question as to how can another sphere support the other sphere if that sphere is autonomous? This will be left for further research. Despite the fact that national government actually has the mandate as transfer for basic services and municipal instructions, municipalities is having autonomy as is stipulated. It should be mentioned, the objective of this structure of the question was to ascertain whether municipalities do have autonomy or not. De Villiers (1992) defines autonomy as the ability if a sub-national government to act in self-determination. The autonomy should portray a situation to municipalities that can be conducted and decisions taken without external interference.

The ability of an institution can be influenced by imperatives such as economically and socially e.g. financial resources, management skills, administrative capability and infrastructure restraints. Table 2 illustrate revenue versus expenditure per municipality that will determine whether a municipality is financial autonomous and viable or not. In order to confirm whether municipalities studied are really autonomous the matter was interrogated.

- Eight out twelve municipalities indicated that they are autonomous. The following are municipalities in question: Polokwane, Modimolle, Molemole, Makhado, Bela-Bela, Lephalale and greater Tzaneen.

The above municipalities mentioned the following as reasons of being autonomous: the council has the ability to pass by-laws, approves the budget, takes decisions relating to areas within its jurisdiction, the municipality receives its revenue from the town, the council has elected councilors who take decisions pertaining to the municipalities, municipalities collect own income and they are responsible for their own revenue, Provincial and national governments only monitors their activities of the councils and councils make their own decisions. Table 2 shows the potential revenue collected against the actual expenditure incurred by the municipalities under study during the financial years 1999/2000 to 20000/2001.Potential revenue and expenditure of municipalities**:-** the potential revenue and expenditure incurred during the fiscal years 1999/2000 and 2000/2001 were compared to verify whether the municipalities in question generated a surplus of savings or deficits and viable or not viable after they have expended for various projects and activities. The autonomy and financial viability had to be emphasized to give effect to the above citations.

The information as tabulated in Table 2 shows that some of the municipalities under study only produced economic profit, other had surpluses and rests had deficits all the way. This state of affairs shows that these municipalities are not financially viable and it would be difficult for them to be self-sustaining without the subsidy from the national and provincial governments.

Table 2: Potential Revenue versus Actual Operating Expenditure-1999/2000 and 2000/2001

Name of municipality	Revenue 2000/2001	Expenditure 2000/2001	Deficits/Surplus 2000/2001	Remarks 2000/2001	Revenue 1999/2000	Expenditure 1999/2000	Deficits/Surplus 1999/2000	Remarks
Fetakgomo	0	0	0	Not viable	0	0	0	Not viable
Thabazimbi	26,000,000	30,000,000	-4,000,000	Not viable	24,000,000	28,000,000	-4,000,000	Not viable
Bela-Bela	40,000,000	40,000,000	0	Viable	40,000,000	40,000,000	0	Viable
Makhado	88,000,000	92,000,000	-4,000,000	Not viable	84,000,000	81,000,000	3,000,000	Strongly viable
Mogalakwena	91,000,000	81,000,000	10,000,000	Strongly viable	74,000,000	73,000,000	1,000,000	Strongly viable
Modimolle	28,500,000	35,900,000	-7,400,000	Not viable	28,400,000	29,700,000	-1,300,000	Not viable
Capricorn District	75,000,000	29,000,000	46,000,000	Strongly viable	81,000,000	32,000,000	49,000,000	Strongly Viable
Polokwane	337,600.000	338,800,000	-1,200,000	Not viable	313,200,000	299,400,000	13,800,000	Strongly viable
Greater Tzaneen	164,000,000	154,000,000	10,000,000	Strongly viable	155,000,000	129,000,000	26,000,000	Strongly viable
Lephalale	38,000,000	46,000,000	-8,000,000	Not viable	35,000,000	37,000,000	-2,000,000	Not viable
Musina	28,097,823	25,798,755	2,299,068	Strongly viable	24,738,283	25,734,435	-996,152	Not Viable
Ba-Phalaborwa	85,000,000	118,000,000	-33,000,000	Not viable	72,000,000	109,000,000	-37,000,000	Not viable
Molemole	2,000,000	6,000,000	-4,000,000	Not viable	2,000,000	6,000,000	-4,000,000	Not viable
Total	1,003,0097,823	903,498,755	-179,699,068		933,338,282		98,500,848	

Sources: Adapted from selected municipalities

The following municipalities confirmed that they are not autonomous: Thabazimbi, Mogalakwena, Musina and Fetakgomo. These municipalities indicated that the non-autonomous is to them determined by the factors: - the municipalities are dependent on grants from provincial and national governments, the councils prepare budget according to norms of the national treasury, governed by the rules of the national and Limpopo province, Local government Association In Limpopo, the Department of Local Government approves certain matters e.g. Land trust Fund and they are also governed in terms of the national Legislations. However, the population can also determine the municipality tax base in a particular area and that can also ensure the autonomy and financial viability if these municipalities. The twelve studied municipalities recorded total of 2.6 million people residing in their area of jurisdiction.

Autonomy and financial viability: continuous exploitation of sources of revenue for local authorities will ensure the increases of delivery of services in various municipalities. All officials responsible for managing municipal institutions can only achieve the exploitation through the use if proper financial corporate strategies. The campaign to raise more revenue for the municipality must start from the housekeeper up to the executive mayor of all the municipalities. Certainly, these municipalities will be self-sustainable and gain more autonomy in terms of legislation in the true sense of the words. This would be so because their municipalities will be financially viable. It would seem that in the South African scenario, the autonomy and financial viability of local authorities has been a problem for a long time. The following are the municipalities that showed whether they are financially viable: and or not as per the indicated financial years:
Viable status in the year 1999/2000 was Bela-Bela and Musina, 2000/2001 was Bela-Bela.

Strongly viable status: In the financial year 1999/2000 Makhado, Mogalakwena and Polokwane were recorded as such, while in 2000/2001 Mogalakwena and Capricorn district showed favorable figures.

Not viable status: The Municipalities whose figures showed not viable status during the financial year 1999/2000 were: Molemole, Thabazimbi, Modimolle, Lephalale and Phalaborwa. While in 2000/2001 financial year Lephalale, Thabazimbi, Makhado, Molemole, Modimolle, Musina, Polokwane and Ba-Phalaborwa showed that they were not viable.

Equitable share and tax base: a lot of municipalities in the Limpopo province appear to have no strong tax base. This state of affairs is prevalent in the municipalities such as Fetakgomo, which was investigated. This would be left to the government to provide finances to these municipalities in the form of a strong equitable share, subsidies and other developmental programs to make them self-sustaining in the long-run. The equitable share also offers bridging finances to the municipalities to meet their commitments (South Africa, Republic, 1999d; Hattingh, 1998). In the Limpopo Province the National government has provided all the municipalities with sufficient equitable share to assist them to fund various municipal services.

It was found that, the municipalities under study lack revenue base, there are still a culture of non-payment of services prevailing, and solely survive through the subsidy from national or provincial governments (South Africa, Republic, 1998c). Most of the municipalities have incorporated rural areas which are still outside of the tax net. Their autonomy is as tabulated in the Constitution. They make some decisions regarding their municipal areas and the majority's tentative financial and developmental matters are planned by the provincial and national government. A financial viable municipality is one viable economy and depended on its own revenue or income. In the light of the above discussions, the autonomy and financial viability if municipalities in the Limpopo Province leaves much to be desired and can further be left for further investigations by academic institutions and private sector just to assist government to drastically transform autonomy and financial viability of local authorities.

5. Conclusion and Recommendations

The following are the recommendations for this study to aid those involve in the strategic planning in various municipalities, provincial and national spheres of governments:-

Policy alternative: Policy imperative and alternatives with regards to autonomy and financial viability of local authorities in the Limpopo Province is recommended. It is recommended that revenue share from value

added tax be considered the municipalities in Limpopo. The municipalities in Limpopo can also consider increased revenue by building of factories which can quickly generate sufficient revenue for example: mining sand and gravel. The municipalities can establish bond regiment and use them for financing municipalities' services. Revenue can be exploited and created by holding exhibitions, cinemas, festivals and leveraging on cultural activities is recommended. The municipalities can also leverage on auctioning of municipal properties.

Investment in public infrastructure: Investment in public infrastructure such as water and sewerage treatment facilities, reticulation, streets and highways, and other physical plants, can be repaid, from municipalities - taxes and tariffs and from intergovernmental transfers. Financing these facilities overtime allows a municipality to build more quickly, and to recover the up-front cost from those who benefit. The ability to borrow long term for capital investment goes to the heart of municipalities' service delivery responsibilities. Without the above cited investment, municipalities cannot accelerate the delivery of services and stimulate economic viability, therefore all municipalities should implement Public Investment Infrastructure as an obligatory function to have economic growth that would attracts more viability to municipalities.

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