

Research article

An Evaluation of Supply Chain Management Systems of the KwaZulu-Natal Department of Provincial Treasury.

Sakhile Manyathi

Graduate of the Regent Business School, Durban, South Africa

Dr. Joseph David (PhD)

Administrator Within the Ethekwini Municipality in the City of Durban, Kwa – Zulu Natal Province and Academic
Associated with the Regent Business School, Durban, South Africa

Anis Mahomed Karodia (PhD)

Professor, Senior Academic and Researcher, Regent Business School, Durban, South Africa

E-mail: akarodia@regent.ac.za



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ABSTRACT

The escalating, inverse, supply chain management (SCM) audit reports, issued to the KwaZulu-Natal Provincial Government Administration by the Auditor-General of South Africa (AGSA), indicate that ground roots citizens, of the KwaZulu-Natal Province, are being deprived of community services. The aim of this study is to critically evaluate the most possible root causes of these inverse audit reports, to discover whether inadequate training and compliance enforcement are possible determinants of qualified audit reports.

Key Words: Supply Chain; Management Systems; Audit; Community Services; Compliance; Provincial Administration; Treasury; Employees; Strategic Solutions; Networking; Unqualified Audit Reports

Introduction

“When an organ of state in the national, provincial or local sphere of government, or any other institution identified in national legislation, contracts for goods or services, it must do so in accordance with a system which is fair, equitable, transparent, competitive and cost-effective” (section 217(1) of the Constitution of Republic of South Africa (RSA)1996).

The KwaZulu-Natal (KZN) Department of Provincial Treasury is the custodian of all supply chain management processes for the province. It regulates all KZN Provincial Government Departments in terms of legislation, prescripts, processes, and procedures regarding SCM. Provincial Treasury is among the 75 percent of departments that did not receive a clean audit financial year 2007/2008. Hence, there is a dire need for this study on Provincial Administration SCM processes.

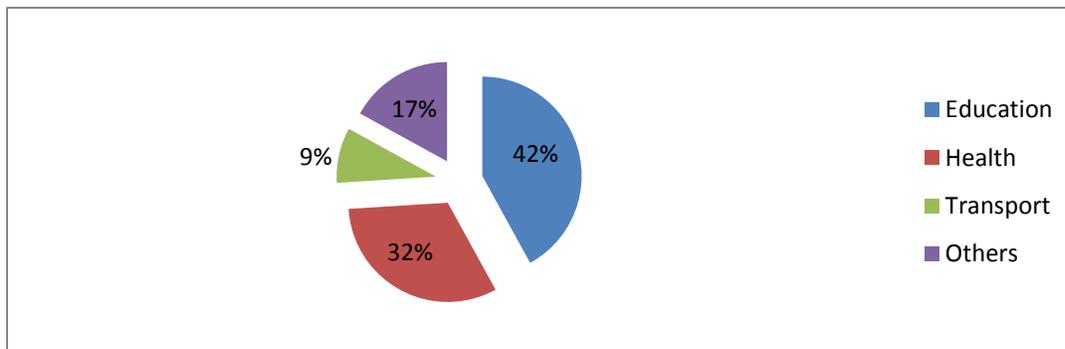
Objectives of the Study

The study sought to examine relevant theories regarding the nature of SCM training and the effectiveness of evaluating training programmes. In addition, the study tested the relationship between employee training and compliance to SCM prescripts. This was done in order to ascertain whether any training and development is currently being offered by the KZN Provincial Treasury, with which to improve Provincial Government Administration employee’s compliance to SCM.

Sub-objectives of the study included identifying the relationship between training and/or development and employee knowledge in the Provincial Government Administration, as well as establishing the relationship between training and/or development and employee skills, in the Provincial Government Administration. A further sub-objective was to ascertain whether there is a need to review current legislation regulating the Public Sector SCM.

The figure provided below indicates the Kwa – Zulu Natal Budget allocations for the financial year. 2012.

Figure 1.1: KZN Budget allocations for financial year 2012



Source: *KwaZulu-Natal Budget Speech (2012)*

Should the audit reports not be followed-up correctly, it could result in some Provincial Departments, if not the whole province, being put under the administration of the NT. This happened to the Limpopo Provincial Government, when it was taken over by the NT, due to maladministration as per section 100(1) of the Constitution of the RSA, 1996.

LITERATURE REVIEW

The review examines organizational commitment as a factor of work-related attitude, and training as an instrument, which has an impact on individual effectiveness (Ahmad and Bakar, 2003). Theories relating to employees' perception of training are also examined, as are employee's performance measurement, and the monitoring of Annual Performance Plans (APP). This chapter also compares training programmes within the public procurement sector in South Africa. It explores theories of, arguments for the principles of public auditing, as well as compliance enforcement measures.

The study of public administration in South Africa has its formation and foundation in Chapter 10 of the RSA's Constitution (Act 108 of 1996). The efficient, economic and effective use of scarce resources is a paramount requirement for the provision of satisfactory service delivery. Allison (in Stillman II, 1992:282) defines resource management as the organisation of basic, administrative support systems, for example, budgeting, fiscal management, procurement and supply, and human resource management.

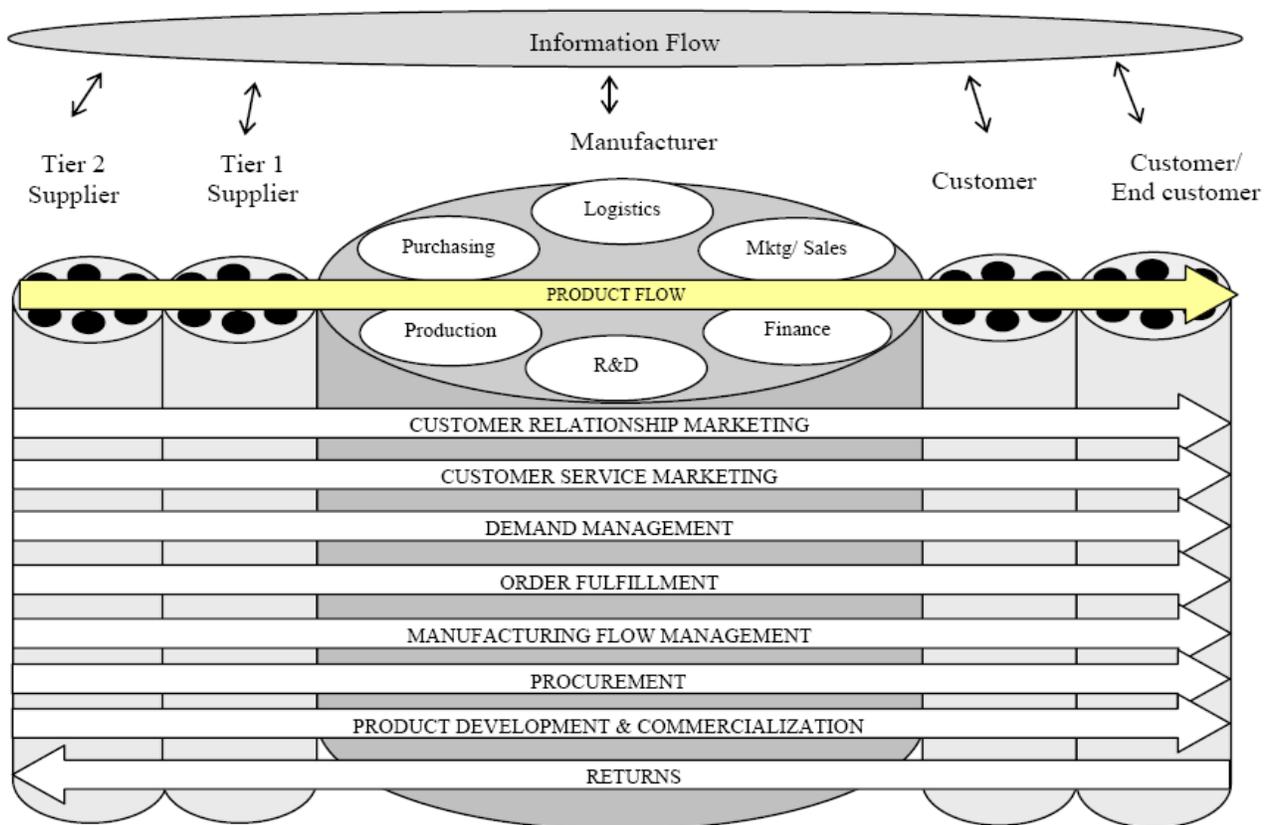
More specifically, from a public management viewpoint, public resource management aims to manage resources allocated by politically legitimate means to public institutions, in the most efficient and effective way. It seeks to attain the policy goals and objectives of constitutional, government structures. Therefore, the effective, efficient, and productive management of public resources is subject to political, economic and social imperatives, as constitutionally reflected above (Schwella, et al., 1996: 3). All this is, however, not practical without a fully skilled and trained workforce, especially that of supply chain management officials, as they are at the tip of service delivery in South Africa.

Lambert et al. (1997) define SCM as "the integration of key business processes, from end user through original suppliers that provides products, services, and information that add value for customers and other stakeholders". SCM ideally embraces all business processes, cutting across all organisations within the supply chain, from initial point of supply, to the ultimate point of consumption. According to Cooper, Lambert, et al. (1997), SCM embraces the business processes identified by the International Centre for Competitive Excellence (now Global Supply Chain Forum).

Accordingly, electronic-SCM (e-SCM) is defined as the impact the Internet has on the integration of key business processes. This is applicable to the purchaser, as well as the initial suppliers, who make products, services, and information available that add value for consumers and other interested parties.

The Internet can have three main impacts on the supply chain. One of the most covered topics in the literature is the impact of e-commerce, which refers mainly to how companies can respond to the challenges posed by the Internet on the fulfilment of goods sold through the net. Another impact refers to that of information sharing, and how the Internet can be used as a medium to access and transmit information among supply chain partners. However, the Internet not only enables supply chain partners to access and share information, but also to access data analysis and modelling, to enable better, joint planning and decision making. This joint planning and decision-making is the third type of impact of the Internet on SCM, and is referred to as knowledge sharing.

Figure 2.1 Supply Chain Management Flow Chart



training department, provides capacity-building interventions, aimed at developing a public service cadre who cares, belongs, serves, and delivers, in a manner that is developmental. As the capacity-building vehicle of government, PALAMA manages and offers training and development opportunities to public servants at national, provincial, and local spheres of government, as well as to various State owned companies (SOC's). PALAMA has also expanded its reach to support legislature and parliament, with the design and delivery of training in governance, leadership, and management (Ringquist, 2013:238).

Merilee (1997:49) states that the quality of employees, and their development through training and education, are major factors in determining long-term sustainability of service delivery. When hiring and keeping good employees, it is good policy to invest in the development of skills, to increase productivity within the Public Sector, especially in supply chain management.

Training is often considered to be only for new employees. This is a mistake, because ongoing training of current employees assists with their adjustment to rapidly changing SCM job requirements.

Government owes its existence primarily to the people it serves and its fundamental purpose, as an institution, is to enhance the general welfare of communities. The various organs of state should therefore coalesce to produce administrative processes that ensure the provision of quality and timely services. These services are needs-driven. There is thus an important connection between the level of development of a particular community, and the need for services rendered by government through public administration (Du Toit and Van der Walt, 1997: 23).

To understand the term public administration, an elaboration on the word 'administration' is required. To administer means to manage the affairs of; therefore, administration refers to spheres of human activity being managed through co-operation and consensus, with the aim of reaching or attaining an objective. This also includes the methodology, means and processes of how this is to be achieved. When the adjective, public, is added to administration, it refers to those functions or phenomena being practised in a political environment, aimed at satisfying societal needs, as perceived in a specific period (Thornhill and Van Dijk, 2010: 101). Public administration is a feature of all nations, whatever their system of government, as it is both an activity and a discipline.

Importance of Training

Training is crucial for organizational development and success. It is fruitful to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well (Merilee, 1997:67).

Training is given on four basic grounds:

1. New candidates who join an organization are given training. This training familiarizes them with the organizational mission, vision, rules and regulations, and the working conditions.
2. Existing employees are trained to refresh and enhance their knowledge.
3. If any updates and amendments take place in technology, training is given to cope with those changes. For instance, purchasing new equipment, changes in technique of production, or computer implementation. Employees are trained on the use of new equipments and work methods.
4. When promotion and career growth becomes important, training is given so that employees are prepared to share the responsibilities of the higher-level job.

Benefits of training

Merilee (1997:105) summarizes the benefits of training as follows:

Improves morale of employees - Training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater is his morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover.

Less supervision - A well-trained employee will be well acquainted with the job and will need less of supervision. Thus, there will be less wastage of time and efforts.

Fewer accidents - Errors are likely to occur if the employees lack knowledge and skills required for doing a particular job. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient the employee becomes.

Chances of promotion - Employees acquire skills and efficiency during training. They become more eligible for promotion. They become an asset for the organization.

Increased productivity - Training improves efficiency and productivity of employees. Well-trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained.

Methods of Training

According to Merilee (1997:235), training is generally imparted in two ways:

1. **On the job training** - these methods are given to the employees within the everyday working of a concern. It is a simple and cost-effective training method. The non-proficient, as well as semi-proficient employees can be well trained by using such a training method. Employees are trained in an actual working scenario. The motto of such training is "learning by doing." Instances of such on the job training methods are job-rotation, coaching, temporary promotions, etc.
2. **Off the job training**- Off the job training methods are those in which training is provided away from the actual working environment and are generally used in the case of new employees. Workshops, seminars, conferences, etc. are examples of off the job training methods. Such methods are costly and effective if, and only if, a large number of employees have to be trained within a short time period. Off the job training is also known as vestibule training, i.e., employees are trained in a separate area (may be a hall, entrance, reception area, etc. known as a vestibule) where actual working conditions are duplicated.

Evaluation of the results:

The last stage in the training and development process is the evaluation of the results. Since huge sums of money are spent on training and development, the extent to which the programme has been useful must be established. Evaluation helps determine the results of the training and development programme. In practice, however, organizations either overlook or lack facilities for evaluation.

Benefits of evaluating training programmes

According to Brumley (2003:5), the benefits of evaluating training and development include improved quality of training activities, better discrimination of training activities between those that are worthy of support and those that should be dropped, enhanced integration of training offered and on the job development, as well as improved cooperation between trainers and line managers in the development of staff. Evidence, of the contribution that training and development activities make to the organization, and improved ability of trainers to relate inputs to outputs, are added benefits.

Public Sector Audit

In order to ensure compliance with the above training programmes and to the SCM legislation; compliance enforcement measures are required in the form of a public audit.

A Public Sector audit refers to audits covering the government, healthcare, education, charities, and other public, non-profit organisations, funded by the government. There are accounting firms that specialise in such Public Sector audits, not only providing general auditing services, but also other advice, such as how effectively these organisations make use of taxpayer money or how best to manage their financial assets.

This audit, generally performed by an accounting firm or the AGSA, is an assessment of an organisation's financial information. An auditor's aim is to assure that the financial statements issued by an organisation, are free from mistakes and errors. However, unlike audits for private organisations, an auditor, auditing a public organisation may also go further to assess whether the public organisation is meeting its mission or objectives, and those of the government as a whole.

The public expects that those responsible for handling public money, are held fully accountable for the use of public funds. The prime responsibility for ensuring that public money is handled with absolute integrity and spent wisely rests with Ministers, elected members, governing bodies, managers, and officials. There are different types of audits within different sectors. Before external audits are conducted within organizations, in terms of laid down procedures, rules and regulations that are prescribed, organizations conduct internal audit exercises in order to meet the requirements of external audit procedures. External audits are regulated by different institutions within the public and private sectors.

RESEARCH METHODOLOGY

Research methodology is an approach with which to acquire data (McNabb, 2010:13). This section deals with an overview of the methods employed in this study, which tested whether there is any training and development being offered by the KZN Provincial Treasury at present, to improve Provincial Government Administration employee's compliance to SCM legislation. The study adopted a positivist approach, with the focus on quantitative methods, to substantiate the factors that determine employee compliance to SCM legislation through training.

Target population

A population is a group of elements or cases, whether individuals, objects, or events, that conforms to specific criteria and to which one intends to generalize the results of the research (McMillan and Schumacher, 2006:119). The sampling frame was the departmental employees working within the SCM environment, having been trained or not, about SCM legislation and compliance.

Limitations of the Study

The research was homogeneous in that it was limited to those employees who had attended the training programme. It excluded all employees who held management positions. The research also excluded non-managerial employees who had not yet been trained in this programme. However, the employees selected to participate in the study, and drawn from all the provincial administration employees working in SCM, were representative of the employees who had received training, as they shared similar experiences, in similar work environments.

RESULTS, DISCUSSION AND INTERPRETATION OF FINDINGS

Data analysis

The findings are presented in three main sections, namely, demographic information, information relating to the training on compliance with SCM legislation and processes; information relating to the various SCM operations and compliance measures, such as public auditing.

Section A: Demographic profile of respondents

The demographic profile of respondents is categorised and described hereunder.

Age category

According to Figure 4.1, it is illustrated that 37 percent of employees are in the age group 31-40 years, which shows management's preference to employ middle-aged personnel. Research shows that 20 percent of the respondents fall in the over 50-year age group, which is made up mainly of well-experienced personnel, close to retirement. Operations dynamics can become severely disrupted when a senior member of a team leaves the employ. A generic training programme, such as the one offered at the Provincial Treasury, familiarizes every member with all sides of

the department, in order to prepare them for placement in new positions, as they may arise within the department. This will also enhance the departmental policy of prioritizing internal placements and promotions.

Figure 4.1 Age category

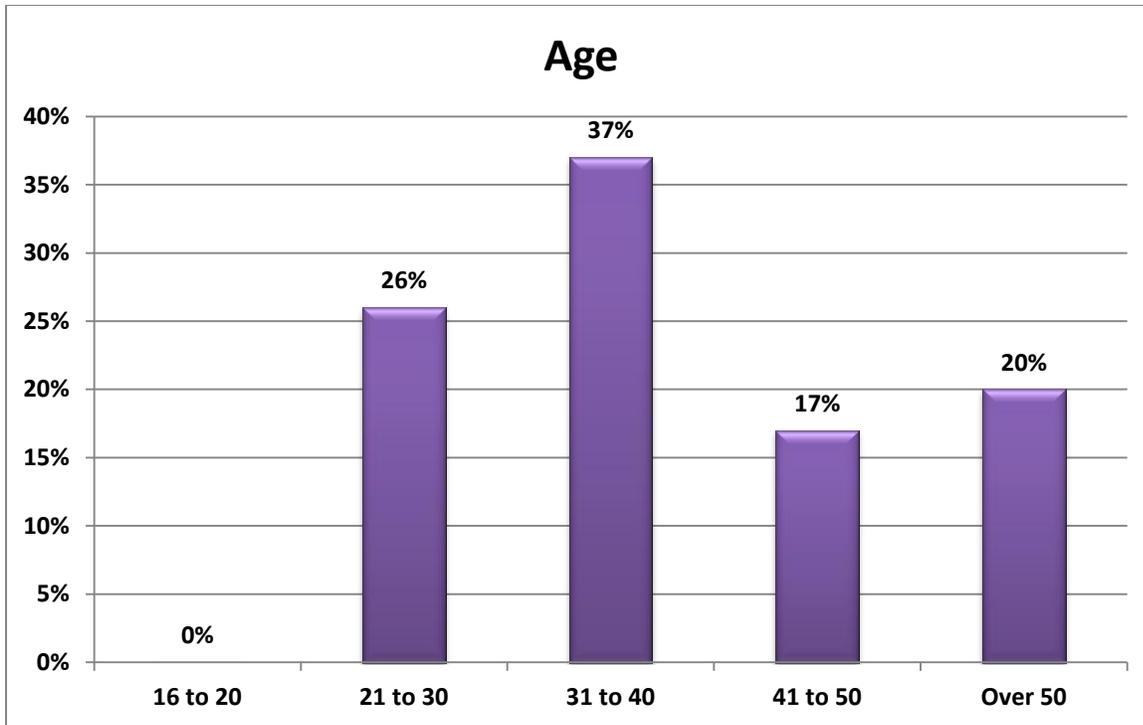


Table 4.1 Age category

Age	Frequency	Percentage	Valid Percentage	Cumulative Percentage
16 to 20	0	0	0	0
21 to 30	12	26	26	26
31 to 40	17	37	37	63
41 to 50	8	17	17	80
Over 50	9	20	20	100
Total	46	100	100	

According to Kooij et al. (2011:3), staff between the ages of 31 to 40 are more flexible in shifting from task to task, and are more technologically advanced, when compared to staff from the over 50 year group. Staff from the over 50-year age group at the department under study, are more disposed to routine work and reluctant to explore new technology. Maurer and Barbeite (2011:4) agree that the decline in the abilities of the over 50 age group, is offset by experience and knowledge. The diversity in the age groups enhances operational effectiveness.

Gender category

Figure 4.2 Gender category

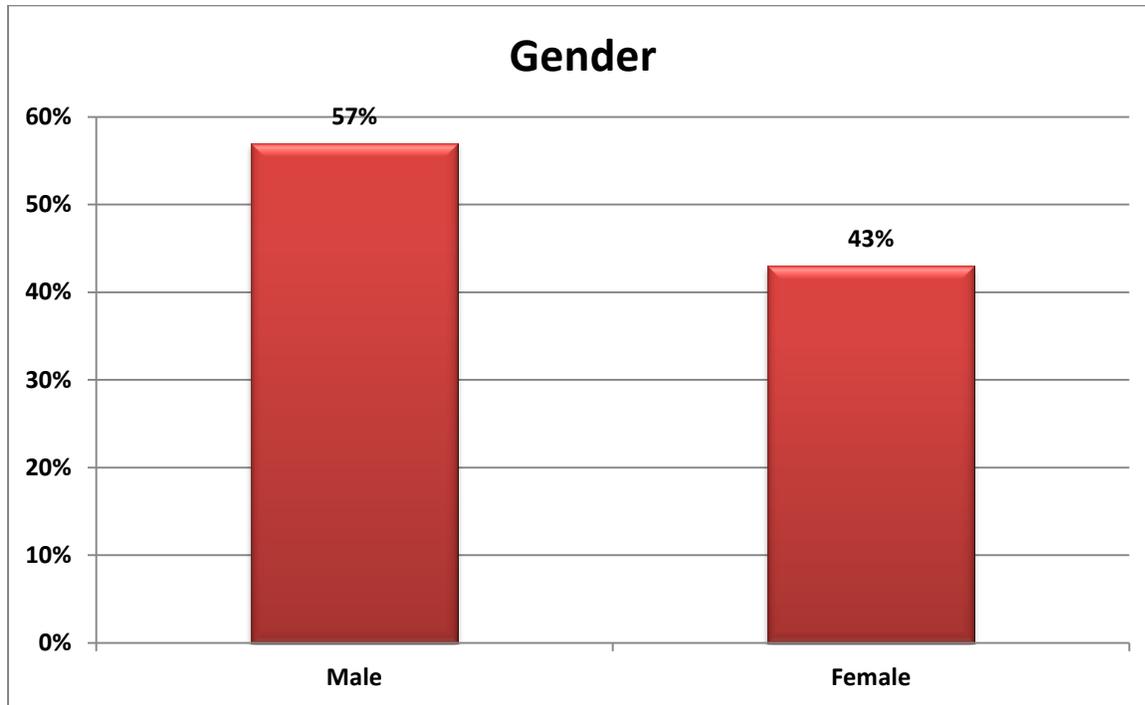


Table 4.2 Gender category

Gender	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Male	26	57	57	57
Female	20	43	43	100
Total	46	100	100	

According to Figure 4.2, a total of 57 percent of the employees who responded to the survey are male. This shows that the department has not done well in addressing the employment of more women in the workplace. It may also be due to a lack of enforcement of the departmental Employment Equity Policy, which is aimed at empowering women and previously marginalized societal groups. A total of 43 percent of the respondents are women; women are needed in operations because they prefer coordination more than their male counterparts (Zoogah, et al. 2008:11). Women put their group attributes over their personal ego, seeing that they prefer to work collaboratively in teams. (Zoogah et al., 2008:13) mention that men often produce behaviours of self-promotion, individualism and competitiveness, which disrupt team cohesion and effectiveness. These attributes appear to justify the employment and training of more women at the workplace.

Highest Educational Level

Figure 4.3 Highest Educational Levels

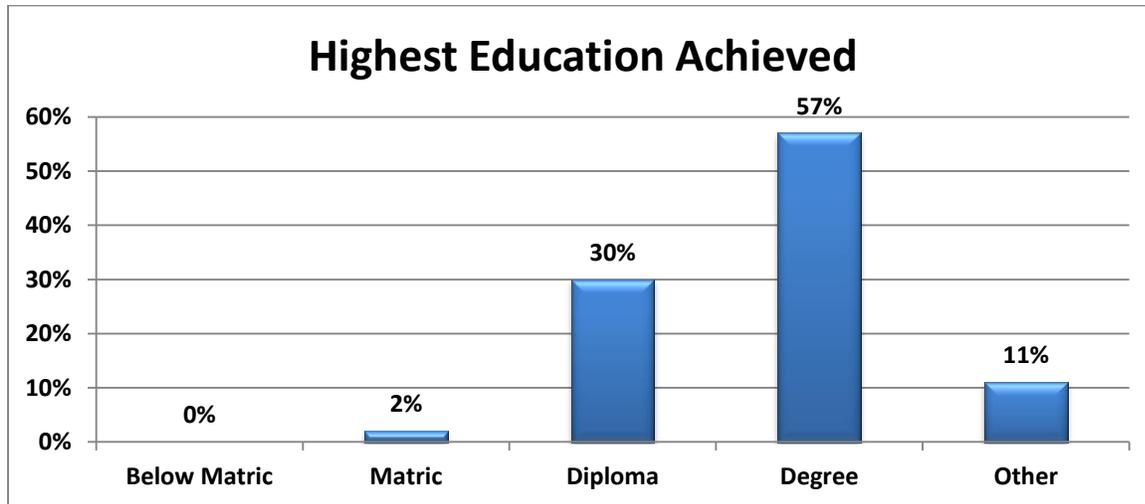


Table 4.3 Highest Educational Levels

Qualification	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Below Matric	0	0	0	0
Matric	1	2	2	2
Diploma	14	30	30	33
Degree	26	57	57	89
Other	5	11	11	100
Total	46	100	100	

According to Figure 4.3, having a staff profile, where 57 percent of the respondents possess a degree and 30 percent hold a diploma, provides several benefits to the department being researched. According to Silman (2011:1), “individuals who pursue post-secondary education are perceived to be more ambitious, motivated, self-confident and teachable, than their non-degreed associates.” This is supported by Nadiadwala (2012:2) who states, “academic qualifications are important, because in order to gain good exam grades or a degree, students have to work hard, master demanding skills and learn a great deal of specialist knowledge”.

Training and education levels, according to Karia and Asaari (2006:33), affect the way people think at the workplace. A study benefit may be desirable and necessary to motivate staff to acquire knowledge and skills. However, this must be complimented by the overall organizational culture. For the department under research to retain qualified staff it is essential for staff to earn a market related salary according to their level of qualification, otherwise they will only use the study benefit to seek higher salaries and benefits elsewhere. The more qualified an

employee becomes, the more measures have to be put in place to retain them. For example, if a job has a high percentage of routine manual labour, it would be unwise to have all graduates in that department.

Number of years working for Government

Figure 4.4 Number of years working for Government

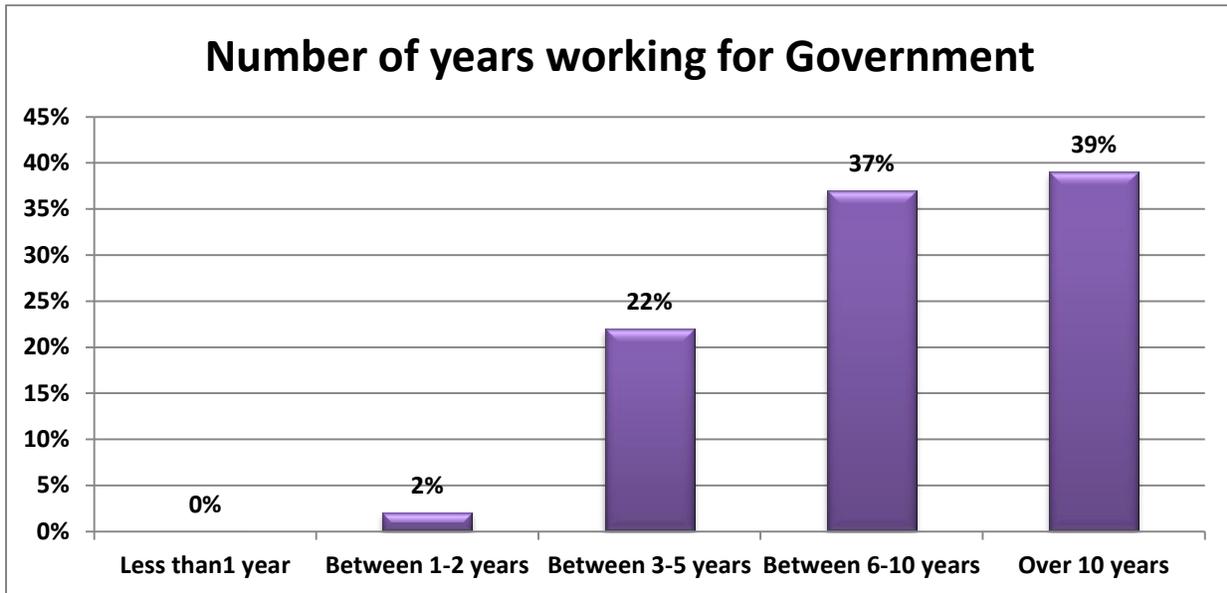


Table 4.4 Number of years working for Government

Years in Government	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Less than 1 year	0	0	0	0
Between 1-2 years	1	2	2	2
Between 3-5 years	10	22	22	24
Between 6-10 years	17	37	37	61
Over 10 years	18	39	39	100
Total	46	100	100	

According to Figure 4.4, 39 percent of the respondents have been with the Government for over 10 years and a further 37 percent have been with the Government for the past six to 10 years. While two percent have been with the Government for, or less than, two years. The high percentage of staff staying in Government is indicative of a low staff turnover; there is hence no need to replace new vacancies with external recruiting. It may also indicate that employees lack both opportunities for growth within the Government, and incentives to perform or even lack new challenges that go with an individual's growth. It is therefore preferable that management addresses these aspects; improve work performances and opportunities for individual growth, so that retention targets may be maintained. Furthermore, the issues of succession planning should be considered as part of human resources strategic planning.

Number of years working for Government under SCM

Figure 4.5 Number of years working for Government under SCM

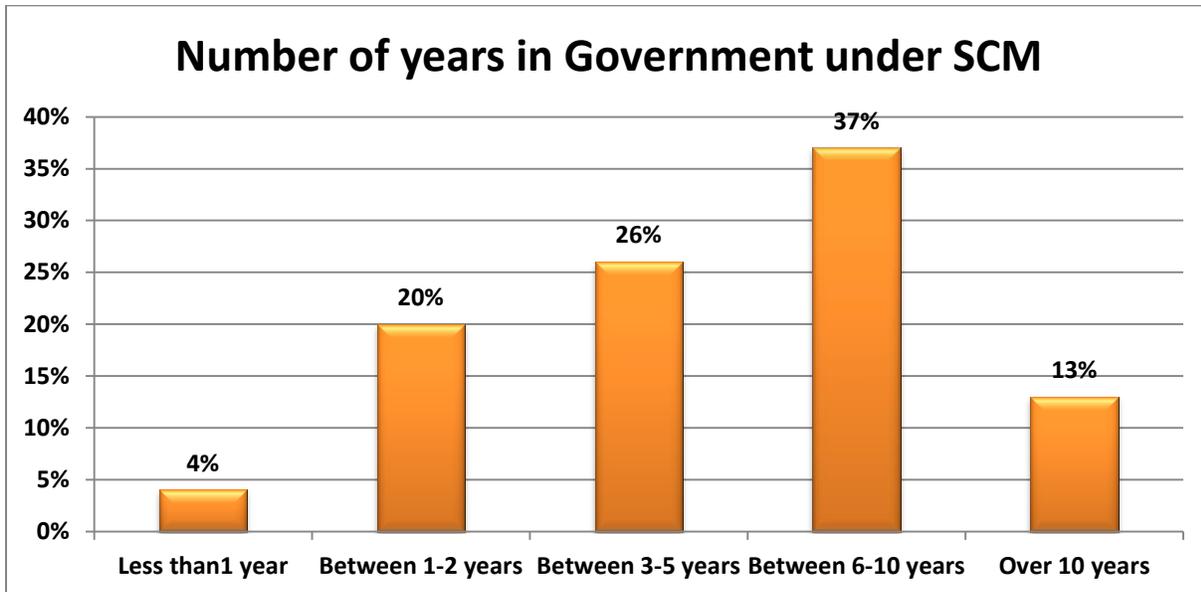


Table 4.5 Number of years working for Government under SCM

Years in SCM	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Less than 1 year	2	4	4	4
Between 1-2 years	9	20	20	24
Between 3-5 years	12	26	26	50
Between 6-10 years	17	37	37	87
Over 10 years	6	13	13	100
Total	46	100	100	

Figure 4.5 shows that a collective 37 percent of the respondents have been with the Government in the SCM department for the past six to 10 years and a further 26 percent have been with the Government under SCM department for the past three to five years. One percent has been with the Government in the SCM department for, or less than, two years. The high percentage of staff staying in Government in the SCM department, is indicative of a low staff turnover; due to SCM being a very specialized function, there is consequently no need to replace new vacancies with external recruiting. Furthermore, succession planning should be factored into the human resources strategic planning, to have a cadre of SCM professionals within the Public Sector.

4.4 Section B: Respondents' knowledge of Supply Chain Management

Respondents' knowledge of SCM is analysed and interpreted hereunder.

Training and development

Figure 4.6 Training and development currently offered by KZN Provincial Treasury to improve employee's understanding and compliance with SCM

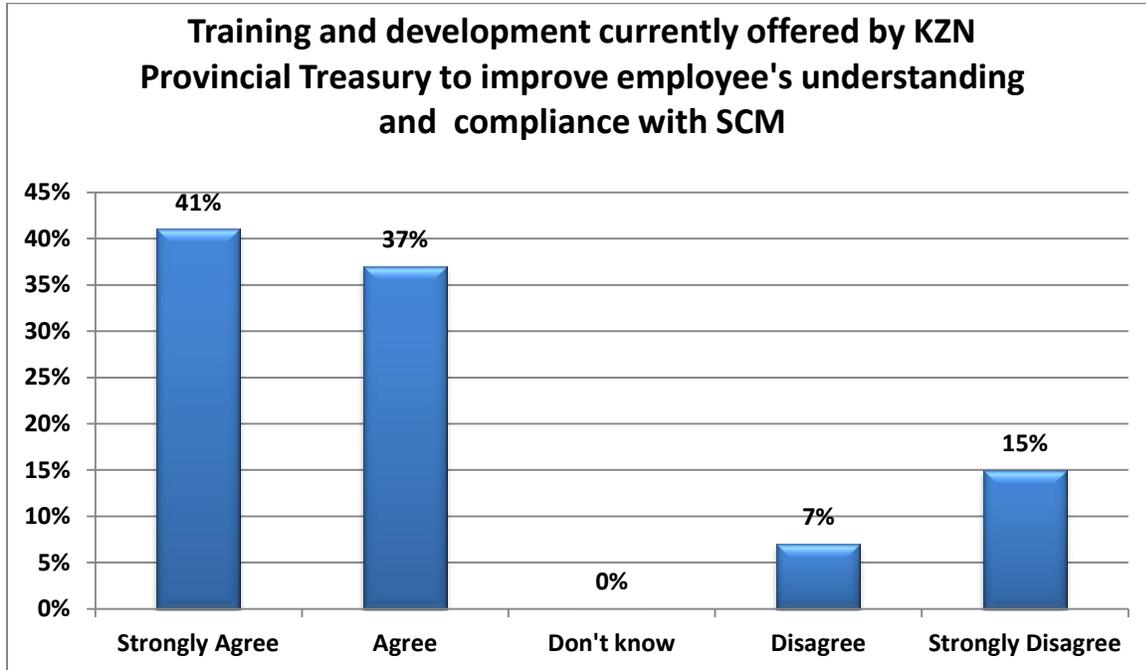


Table 4.6 Training and development currently offered by KZN Provincial Treasury to improve employee's understanding and compliance with SCM

B1

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	19	41	41	41
Agree	17	37	37	78
Don't know	0	0	0	78
Disagree	3	7	7	85
Strongly Disagree	7	15	15	100
Total	46	100	100	

From the results shown in Figure 4.6, a combined 41 percent of the respondents strongly agreed and 37 percent agreed that the Provincial Treasury provides training. This shows that the training did impact positively on the respondents and they felt it prestigious to be associated with the training. However, 15 percent disagreed that there is training provided by the Provincial Treasury. The 15 percent indicates that the Provincial Treasury SCM Training

Unit has to start communicating more and effectively to employees about the kind of training strategies and training needs the Provincial Treasury does offer.

Employees want to know that their employers recognize their achievements at the workplace. They need to feel appreciated, as workers and as people (Branham, 2005:58). Departments often become focused on community and service delivery, rather than their own employees, who actually drive the service delivery to the communities. In the case of employees, the employees may rarely be praised for the quality of their performance.

It may become common for upper management to take the ideas of lower level employees lightly, which leaves employees feeling neglected, and worthless, making it difficult for workers to see a bright future while working for the department. If an employee fails to see a bright future with the department, they would have little reason to produce good results. Satisfied workers will work harder for the department and with due recognition for their achievements, they will plan to stay with the department, ultimately reducing departmental labour costs (Gregory K, 2008:1).

Relationship between training and/or development and employee SCM knowledge

An illustration and description of respondents views regarding the relationship between training and/or development and employees' SCM knowledge, is herewith set out.

Figure 4.7 Relationship between training and/or development and employee SCM knowledge

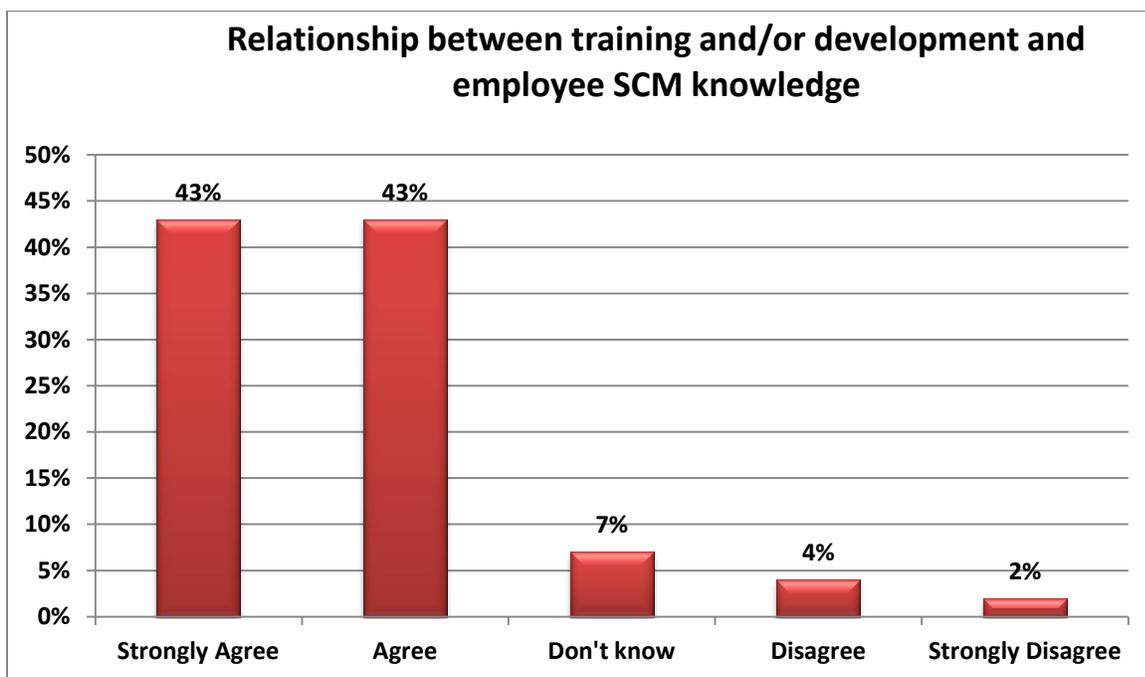


Table 4.7 Relationship between training and/or development and employee SCM knowledge

B2

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	20	43	43	43
Agree	20	43	43	87
Don't know	3	7	7	93
Disagree	2	4	4	98
Strongly Disagree	1	2	2	100
Total	46	100	100	

From the results shown in Figure 4.7, 43 percent of the respondents strongly agreed and agreed, that there is a relationship between the training and development and employees' knowledge on SCM. This translates to employees seeing the need for training in SCM, so that they will have sufficient knowledge to implement SCM prescripts. Only two percent strongly disagreed that there is a relationship between the training and development and employees knowledge on SCM; and seven percent don't know.

Training and development in SCM improves employee SCM skills

Figure 4.8 Training and development in SCM improves employee SCM skills



Table 4.8 Training and development in SCM improves employee SCM skills

B3

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	32	70	70	70
Agree	12	26	26	96
Don't know	0	0	0	96
Disagree	1	2	2	98
Strongly Disagree	1	2	2	100
Total	46	100	100	

The results, shown in Figure 4.8, demonstrate that 70 percent of the respondents strongly agreed that there is a relationship between the training and development and employees' skills on SCM, with 26 percent agreeing that there is a relationship between the training and development and employees' skills on SCM. This shows that employees see the need for training in SCM, to have sufficient skills to implement SCM. Only two percent strongly disagreed that there is a relationship between the training and development and employees skills on SCM; and there were no respondents who indicated that they don't know.

Need to review current legislation regulating public sector SCM to make procurement more efficient

Figure 4.9 Need to review current legislation regulating public sector SCM to make procurement more efficient

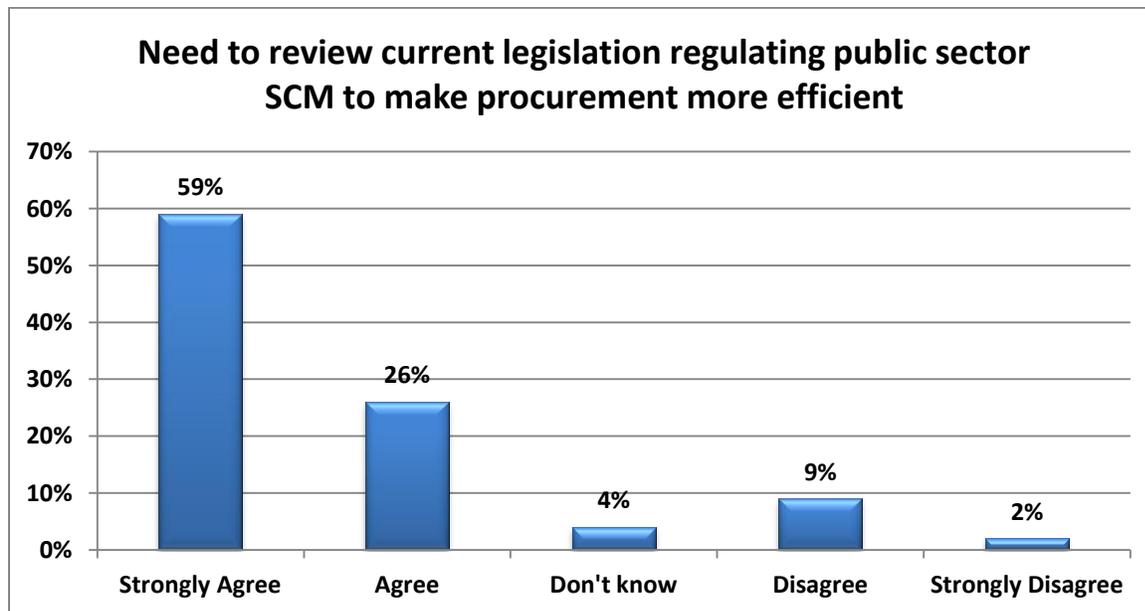


Table 4.9 Need to review current legislation regulating public sector SCM to make procurement more efficient

B4

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	27	59	59	59
Agree	12	26	26	85
Don't know	2	4	4	89
Disagree	4	9	9	98
Strongly Disagree	1	2	2	100
Total	46	100	100	

Results, shown in Figure 4.9, illustrate that 59 percent of the respondents strongly agreed and 26 percent also agreed, that there is a need to review the current legislation regulating Public Sector procurement. This implies that the Public Sector procurement legislation does not address the needs of public procurement; there is therefore a great need to review legislation, in order to align it with the current changes in the public need for goods, services and work to hasten service delivery to the community at large. However, only nine percent disagreed, with only two percent indicating that they strongly disagreed that there is a need to review current legislation regulating Public Sector procurement; while four percent don't know.

Training conducted by external service providers

Figure 4.10 Training conducted by external service providers

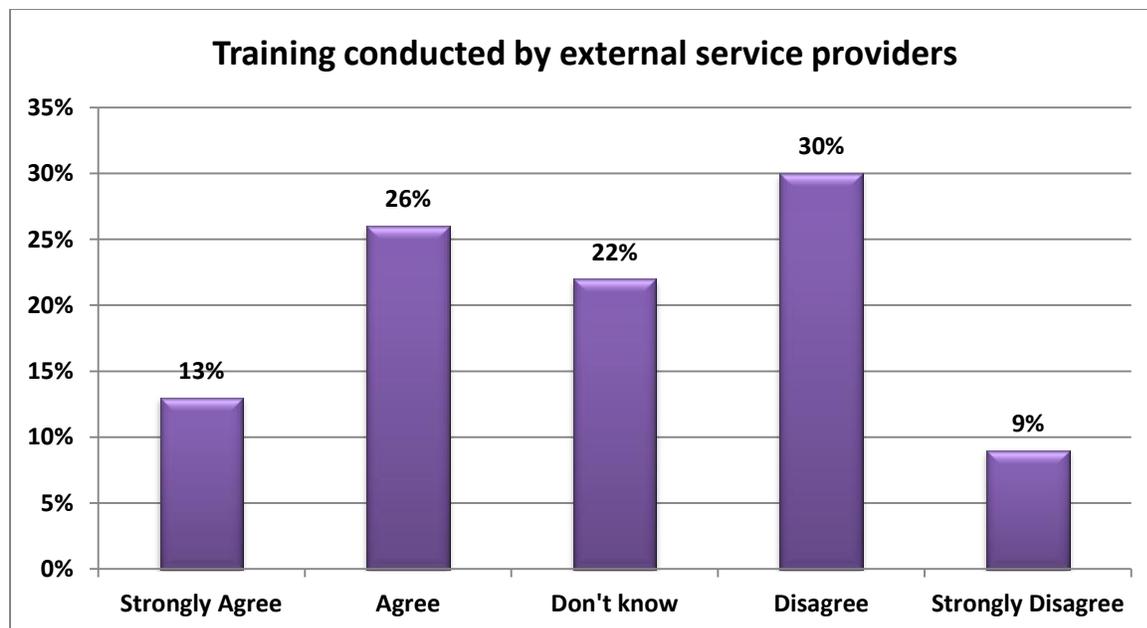


Table 4.10 Training conducted by external service providers

B5

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	6	13	13	13
Agree	12	26	26	39
Don't know	10	22	22	61
Disagree	14	30	30	91
Strongly Disagree	4	9	9	100
Total	46	100	100	

From the results shown in Figure 4.10, 30 percent of respondents disagreed that training is provided by external service providers; 22 percent don't know and 26 agreed that the training is provided by external service providers. This signifies that service providers who do the training are either external or internal, with a large number (22 percent) of respondents do not know whether training is done by internal or external service providers. Communication about the status and identity of training service providers is of vital importance to employees, so that they know who they are dealing with.

Training on SCM legislation is adequate

Figure 4.11 Training on SCM legislation is adequate

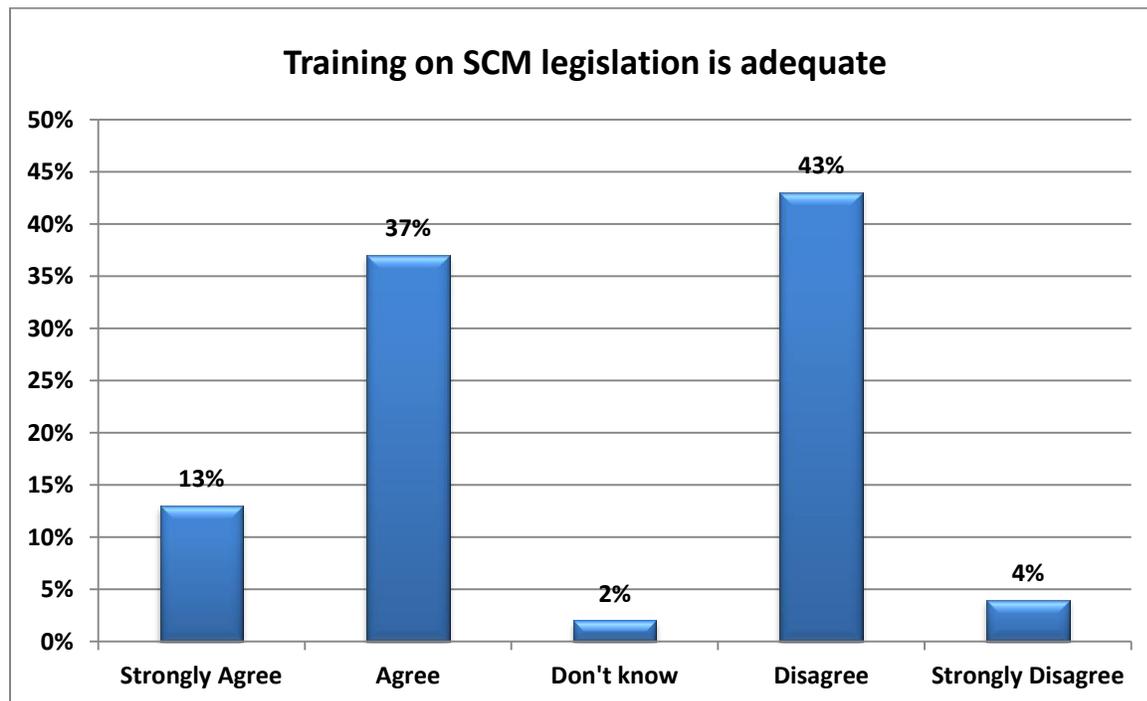


Table 4.11 Training on SCM legislation is adequate

B6

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	6	13	13	13
Agree	17	37	37	50
Don't know	1	2	2	52
Disagree	20	43	43	96
Strongly Disagree	2	4	4	100
Total	46	100	100	

The results, shown in Figure 4.11, indicate that 43 percent of the respondents disagreed that training on SCM is adequate, while 37 percent agreed that the training on SCM is adequate. This can be interpreted to mean that a larger portion of employees think that the training provided by the Provincial Treasury is not sufficient or adequate, however, the portion that thinks training on SCM is adequate, is only slightly less. This situation, therefore, brings mixed perceptions, indicating that the Provincial Treasury needs to enhance their visibility and communicate that they offer more training to employees, to perform well on SCM compliance. Only two percent don't know.

Training service providers are accredited by the relevant SETA, e.g. LGSETA

Figure 4.12 Training service providers are accredited by the relevant SETA, e.g. LGSETA

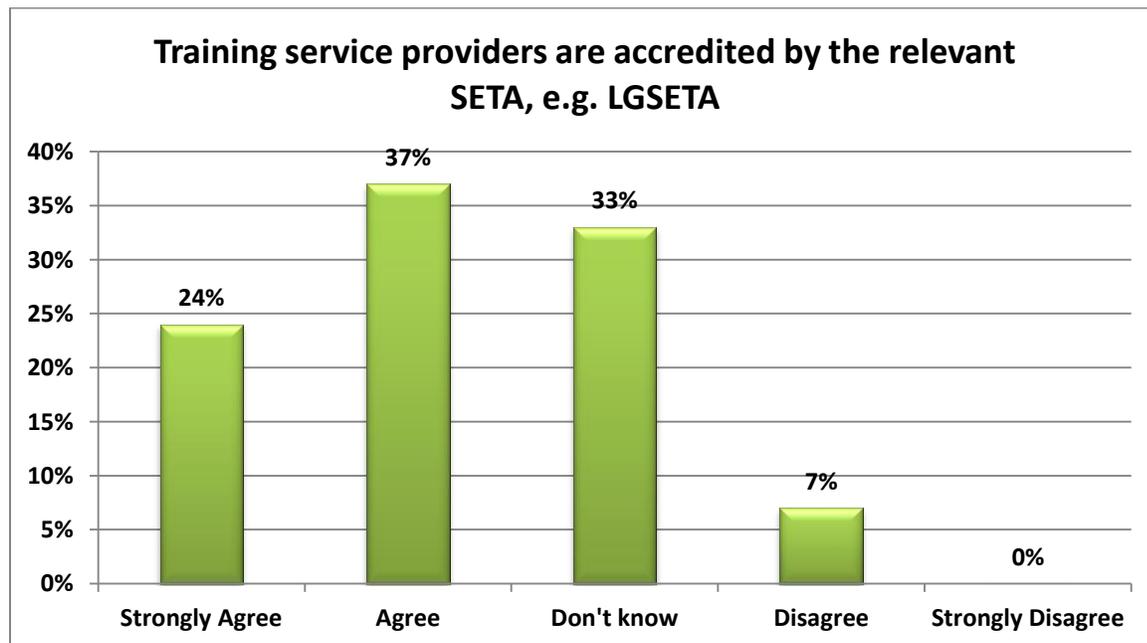


Table 4.12 Training service providers are accredited by the relevant SETA, e.g. LGSETA

B7

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	11	24	24	24
Agree	17	37	37	61
Don't know	15	33	33	93
Disagree	3	7	7	100
Strongly Disagree	0	0	0	100
Total	46	100	100	

The results in Figure 4.12 show that 37 percent of respondents agreed that the training service providers are accredited with the relevant SETA, and 33 percent indicated that they don't know. Employees thus have mixed experiences or knowledge of whether training service providers are accredited with the relevant SETA or not; furthermore, this translates to there not being clear communication between training service providers and employees, which is important in that it is evident.

In-house training in SCM is adequate

Figure 4.13 In-house training in SCM is adequate

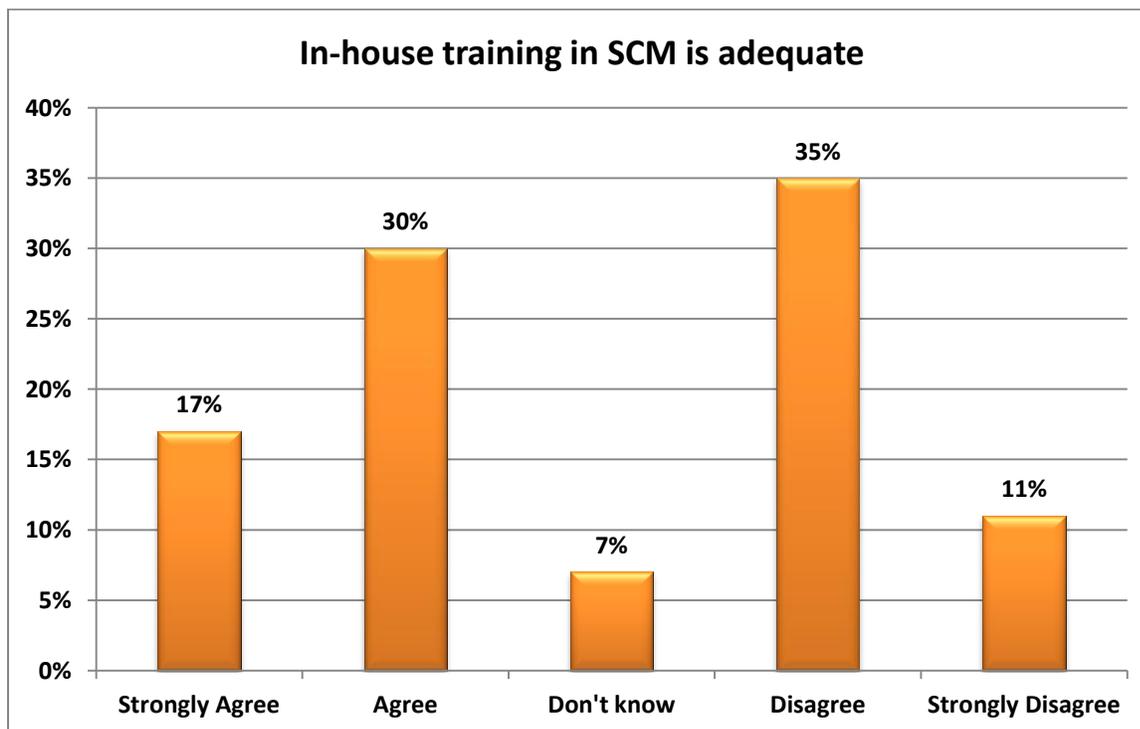


Table 4.13 In-house training in SCM is adequate

B8

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	8	17	17	17
Agree	14	30	30	48
Don't know	3	7	7	54
Disagree	16	35	35	89
Strongly Disagree	5	11	11	100
Total	46	100	100	

As illustrated by the results, shown in Figure 4.13, 35 percent of respondents disagreed that in-house training is adequate, while 30 percent agreed that in-house training is adequate. Employees therefore see the need for the huge potential in-house training has to improve their knowledge, should it be intensified. However, 11 percent strongly disagree that in-house training is adequate and seven percent don't know.

Training material reflects current and updated changes in SCM prescripts

Figure 4.14 Training material reflects current and updated changes in SCM prescripts

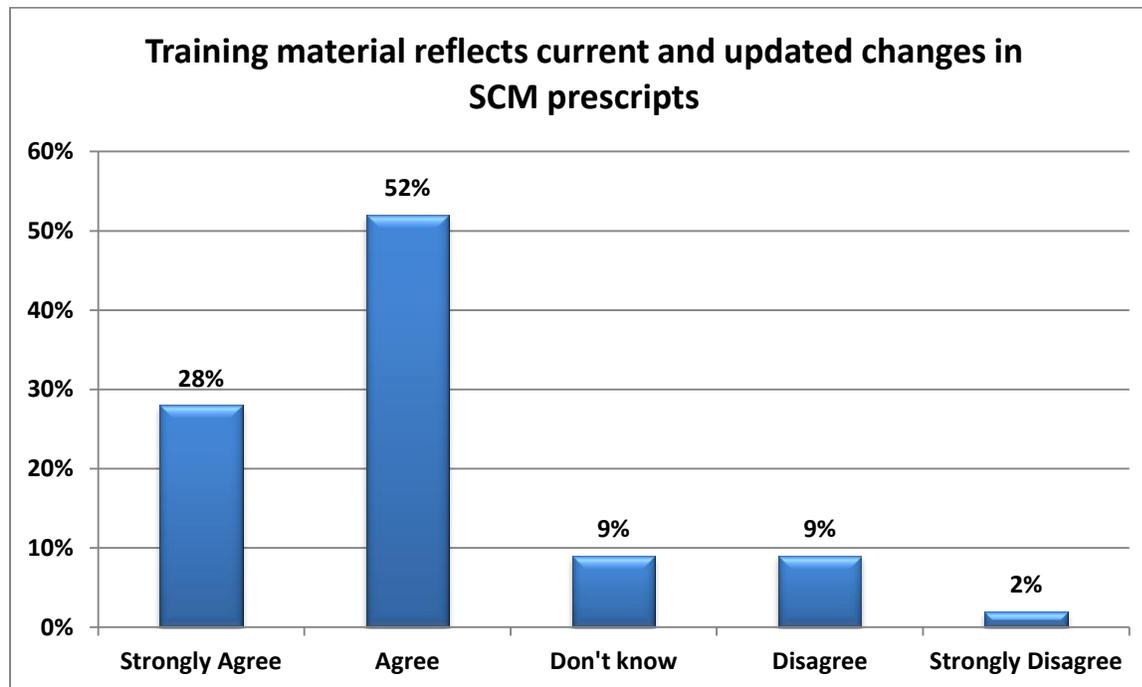


Table 4.14 Training material reflects current and updated changes in SCM prescripts

B9

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	13	28	28	28
Agree	24	52	52	80
Don't know	4	9	9	89
Disagree	4	9	9	98
Strongly Disagree	1	2	2	100
Total	46	100	100	

From the results, shown in Figure 4.14, a collective of 52 percent of respondents agreed that the training material reflects current and updated changes in SCM, with 28 percent strongly agreeing that training material reflects current and updated changes in SCM. This indicates that employees are following up on the dynamics of the forever-changing SCM environment and are happy about the contents of training material used for training. Only two percent strongly disagreed that the training material reflects the current and updated changes in SCM, while nine percent don't know and nine percent disagree.

SCM prescripts are rigid and difficult to implement

Figure 4.15 SCM prescripts are rigid and difficult to implement

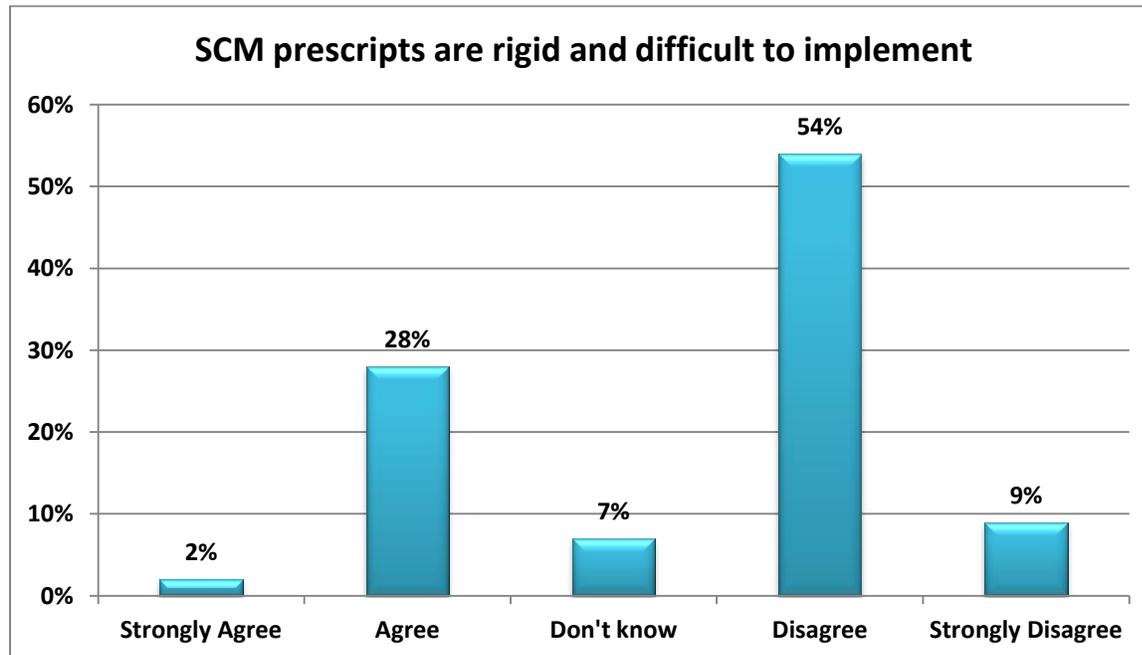


Table 4.15 SCM prescripts are rigid and difficult to implement

B10

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	1	2	2	2
Agree	13	28	28	30
Don't know	3	7	7	37
Disagree	25	54	54	91
Strongly Disagree	4	9	9	100
Total	46	100	100	

Figure 4.15 illustrates that a total of 54 percent of respondents disagreed that SCM prescript are rigid and difficult to implement, however, 28 percent agreed that the SCM prescript are rigid and difficult to implement. The implication is that employees sometimes do know what to do, in order to comply with SCM prescripts but there might be other external forces, such as political pressure, that compel them to deviate from complying with SCM prescripts. Furthermore, the 28 percent that think SCM prescripts are rigid and difficult to implement, indicates that there is a lack of training on SCM prescripts. Only nine percent strongly disagreed that SCM prescript are rigid and difficult to implement, and seven percent don't know.

Poor administration of contract management, asset management and supplier vetting are causes of qualified audit reports

Figure 4.16 Poor administration of contract management, asset management and supplier vetting are causes of qualified audit reports

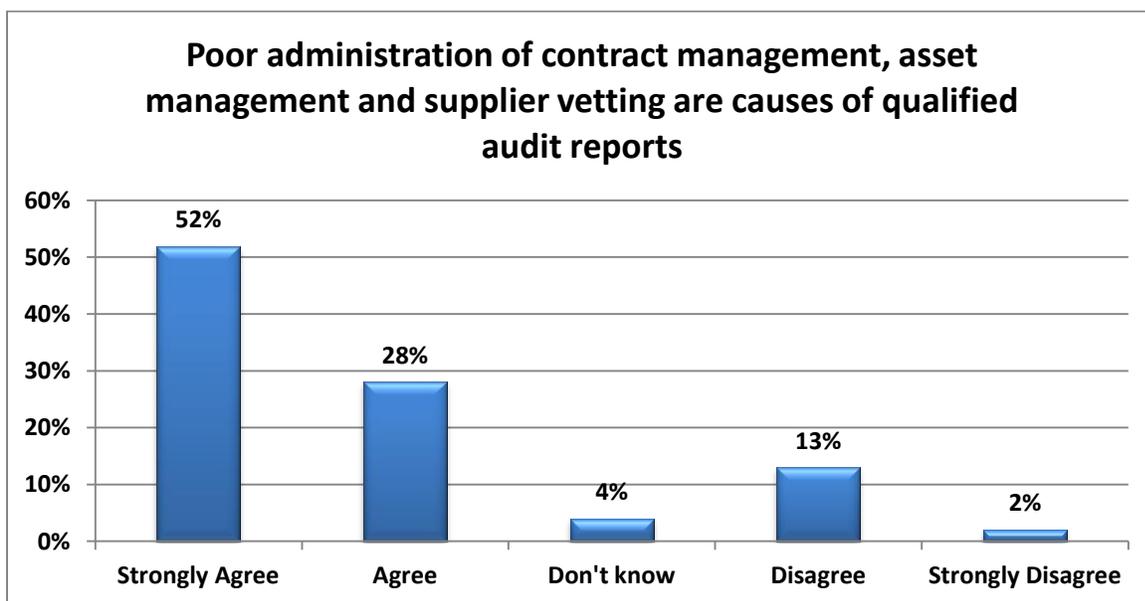


Table 4.16 Poor administration of contract management, asset management and supplier vetting are causes of qualified audit reports

B11

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	24	52	52	52
Agree	13	28	28	80
Don't know	2	4	4	85
Disagree	6	13	13	98
Strongly Disagree	1	2	2	100
Total	46	100	100	

From the results shown in Figure 4.16, a total of 52 percent of respondents strongly agreed that poor administration of contract management, asset management and supplier vetting, are the causes of qualified audit reports, with 28 percent agreeing that poor administration of contract management, asset management and supplier vetting, are the causes of qualified audit reports. This indicates that more targeted training must be conducted for employees who specializes in the administration of contracts, asset management and supplier vetting, including all three bid committee members, which are, Bid Specification Committee (BSC), Bid Evaluation Committee (BEC) and Bid Adjudication Committee (BAC). Only 13 percent disagreed; and four percent don't know.

Segregation of duties among SCM practitioners brings about efficiency in procurement practices

Figure 4.17 Segregation of duties among SCM practitioners brings about efficiency in procurement practices

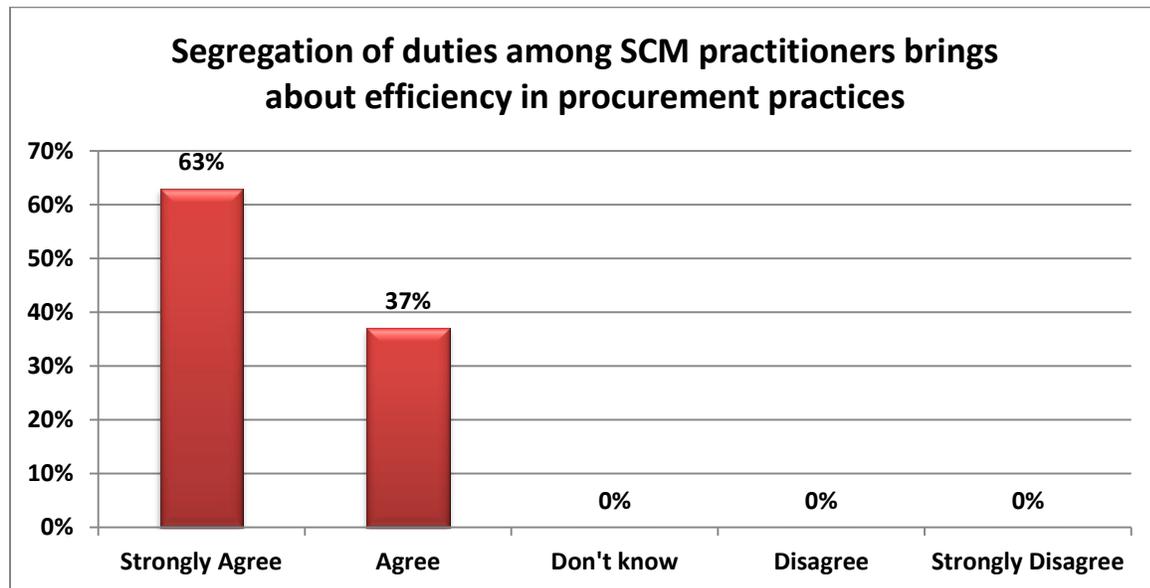


Table 4.17 Segregation of duties among SCM practitioners brings about efficiency in procurement practices

B12

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	29	63	63	63
Agree	17	37	37	100
Don't know	0	0	0	100
Disagree	0	0	0	100
Strongly Disagree	0	0	0	100
Total	46	100	100	

As illustrated in the results, shown in Figure 4.17, 63 percent of respondents strongly agreed that the segregation of duties among SCM practitioners brings about efficiency in procurement practices, and 37 percent agreed. Employees therefore thoroughly understand and see the need for segregation of duties as one of the elements to curb fraud and bring about efficiency in SCM operations. The challenge that comes with this good practice, however, is that many public institutions may not have prioritized the filling of vacancies in SCM units.

Lack of access to databases by SCM practitioners renders them unable to detect bidders in the employ of the State

Figure 4.18 Lack of access to databases by SCM practitioners renders them unable to detect bidders in the employ of the State

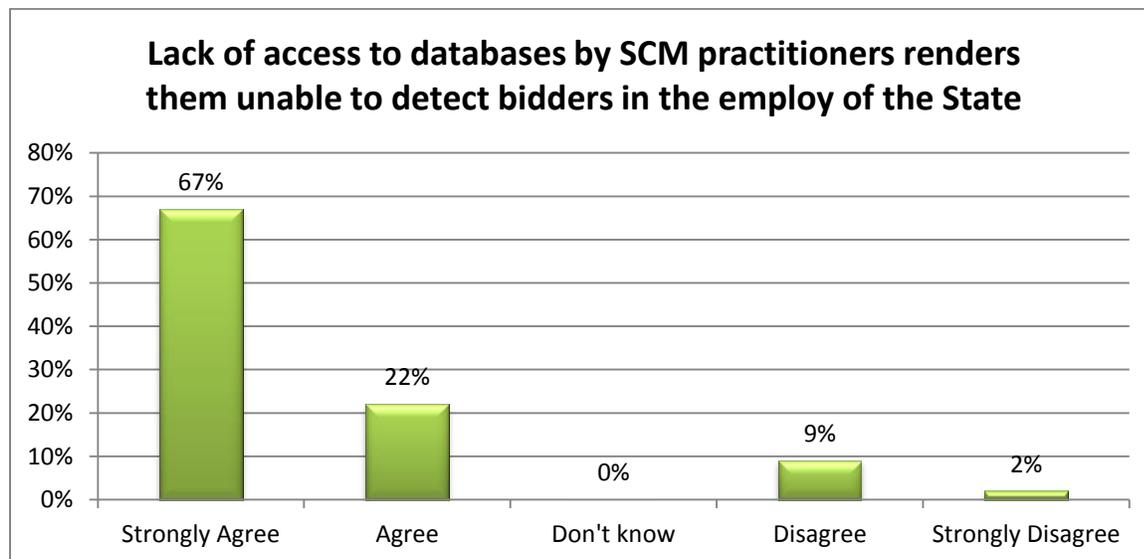


Table 4.18 Lack of access to databases by SCM practitioners renders them unable to detect bidders in the employ of the State

B13

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	31	67	67	67
Agree	10	22	22	89
Don't know	0	0	0	89
Disagree	4	9	9	98
Strongly Disagree	1	2	2	100
Total	46	100	100	

Figure 4.18 illustrates that 67 percent of respondents strongly agree that the lack of access by SCM practitioners to relevant databases, renders SCM practitioners unable to detect service providers in the employ of the State. Twenty-two percent agreed that the lack of access by SCM practitioners to relevant databases, renders SCM practitioners unable to detect service providers in the employ of the State. This implies that employees are willing to detect service providers who are in the employ of the State but are unable to do so, because there is no access to databases used by the AGSA, while they are doing their audits. Only nine percent disagreed with the statement.

Proper security measures of all documentation within SCM department will ensure confidentiality and security of information

Figure 4.19 Proper security measures of all documentation within SCM department will ensure confidentiality and security of information

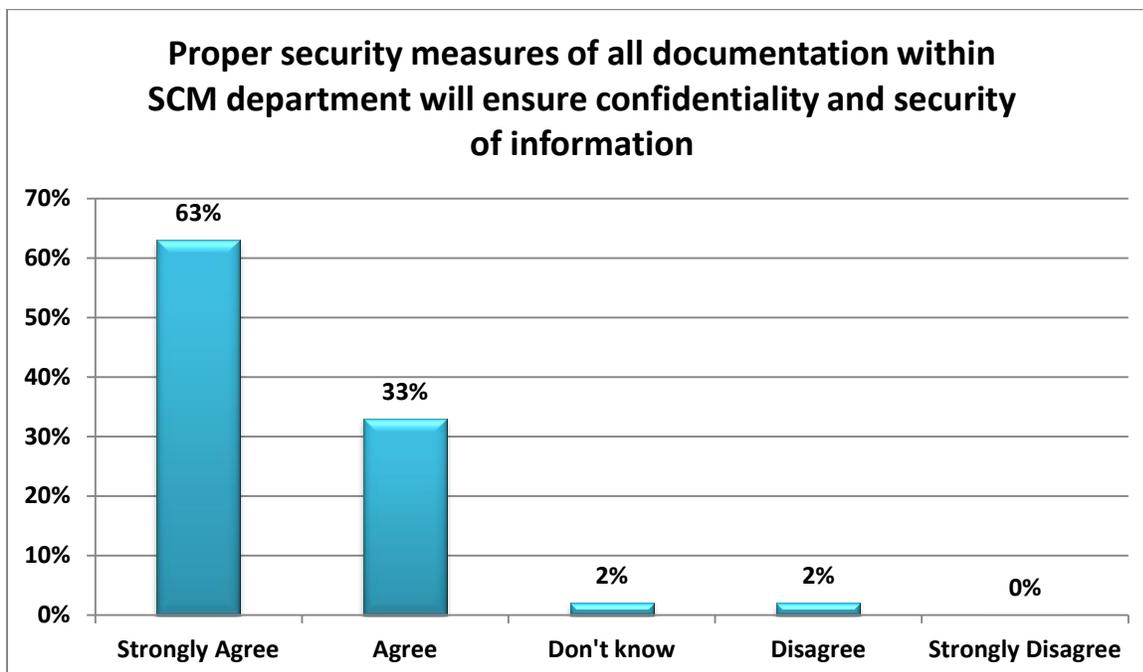


Table 4.19 Proper security measures of all documentation within SCM department will ensure confidentiality and security of information

B14

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	29	63	63	63
Agree	15	33	33	96
Don't know	1	2	2	98
Disagree	1	2	2	100
Strongly Disagree	0	0	0	100
Total	46	100	100	

From the results, shown in Figure 4.19, 63 percent of respondents strongly agreed that there must be proper security measures of all documentation in SCM, to ensure proper functioning of SCM units and to avoid corrupt and fraudulent activities. A total of 33 percent agreed that there must be proper security measures of all documentation in SCM, to ensure proper functioning of SCM units and avoiding fraudulent activities; thereby avoiding inverse audit queries on SCM compliance.

SCM prescripts are not rigid and difficult to implement, but require elaborative planning

Figure 4.20 SCM prescripts are not rigid and difficult to implement, but require elaborative planning

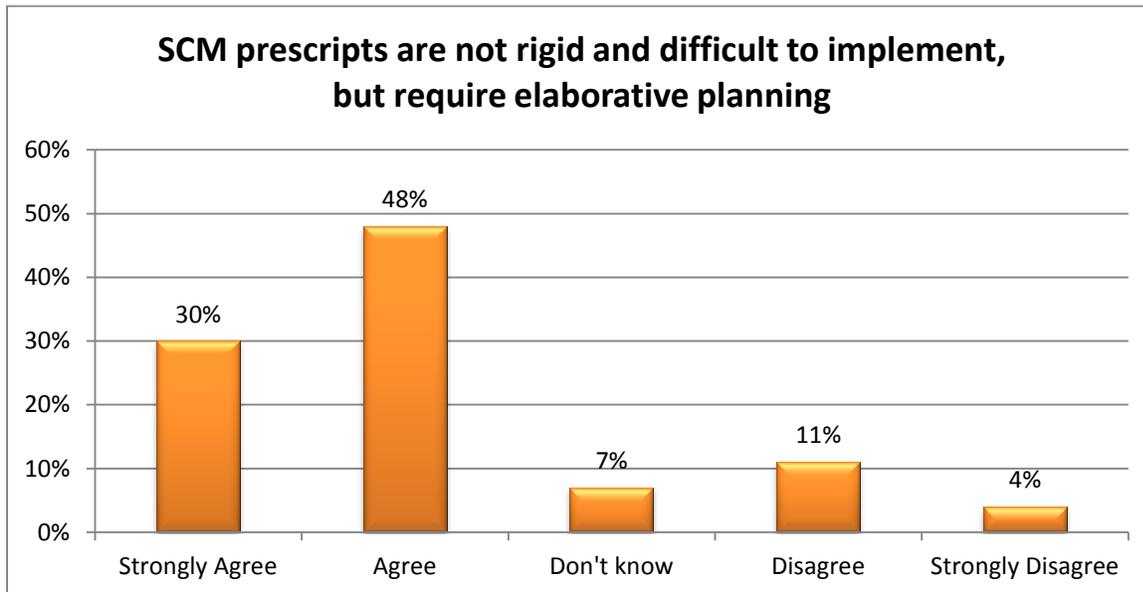


Table 4.20 SCM prescripts are not rigid and difficult to implement, but require elaborative planning

B15

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	14	30	30	30
Agree	22	48	48	78
Don't know	3	7	7	85
Disagree	5	11	11	96
Strongly Disagree	2	4	4	100
Total	46	100	100	

From the results, shown in Figure 4.20, a total of 48 percent of respondents agreed that the SCM prescripts are not rigid and difficult to implement but requires elaborative planning, while 30 percent strongly agreed with the statement. Employees therefore know exactly what is required of them to comply with SCM prescripts but the element of poor planning hampers efforts in trying to comply with SCM prescripts in the Public Sector. Only 11 percent disagreed that SCM prescripts are not rigid and difficult to implement but requires elaborative planning.

All staff in SCM have undergone satisfactory SCM training

Figure 4.21 All staff in SCM have undergone satisfactory SCM training

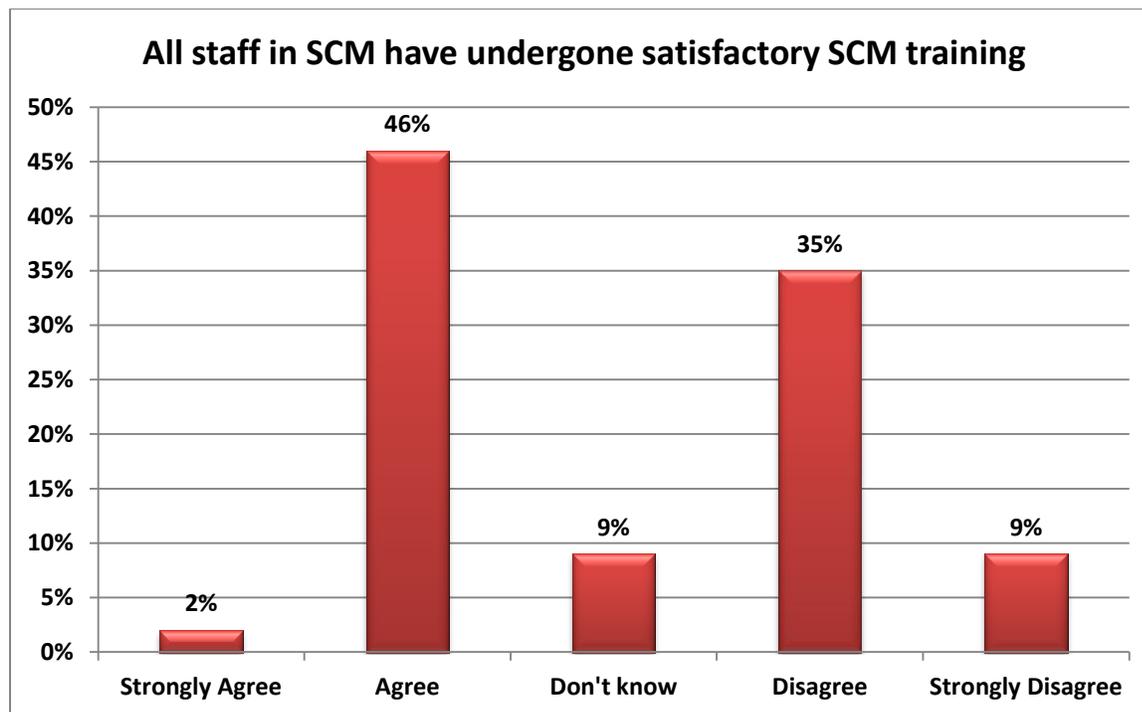


Table 4.21 All staff in SCM have undergone satisfactory SCM training

B16

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	1	2	2	2
Agree	21	46	46	48
Don't know	4	9	9	57
Disagree	16	35	35	91
Strongly Disagree	4	9	9	100
Total	46	100	100	

The results shown in Figure 4.21, illustrate that 46 percent of respondents agreed that most staff in SCM have undergone satisfactory SCM training, while 35 percent disagreed with this statement. This implies that a large portion of employees might have undergone satisfactory SCM training, however, a sizable portion has not yet undergone satisfactory SCM training. This could indicate that public institutions tend to 'dump' any employee in the SCM unit, while SCM vacancies are not filled.

A properly workshopped and drawn out annual Procurement Plan will go a long way to improving procurement timeously

Figure 4.22 A properly workshopped and drawn out annual Procurement Plan will go a long way to improving procurement timeously

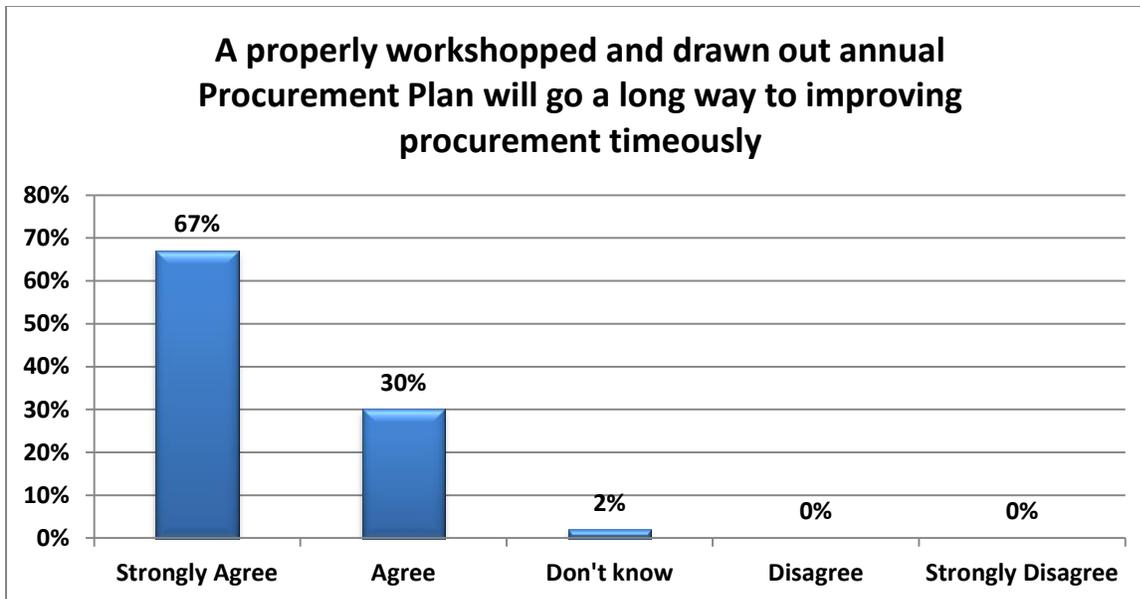


Table 4.22 A properly workshopped and drawn out annual Procurement Plan will go a long way to improving procurement timeously

B17

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	31	67	67	67
Agree	14	30	30	98
Don't know	1	2	2	100
Disagree	0	0	0	100
Strongly Disagree	0	0	0	100
Total	46	100	100	

Figure 4.22 shows that 67 percent of respondents strongly agree that there is a need for a properly drawn and workshopped Annual Procurement Plan, to improve the procurement turnaround time strategy, with 30 percent agreeing with the statement. The implication is that there is a great need for the implementation and monitoring of the Annual Procurement Plan, to achieve efficiency in Public Sector procurement.

Correlation between training and unqualified audit reports

Figure 4.23 Correlation between training and unqualified audit reports

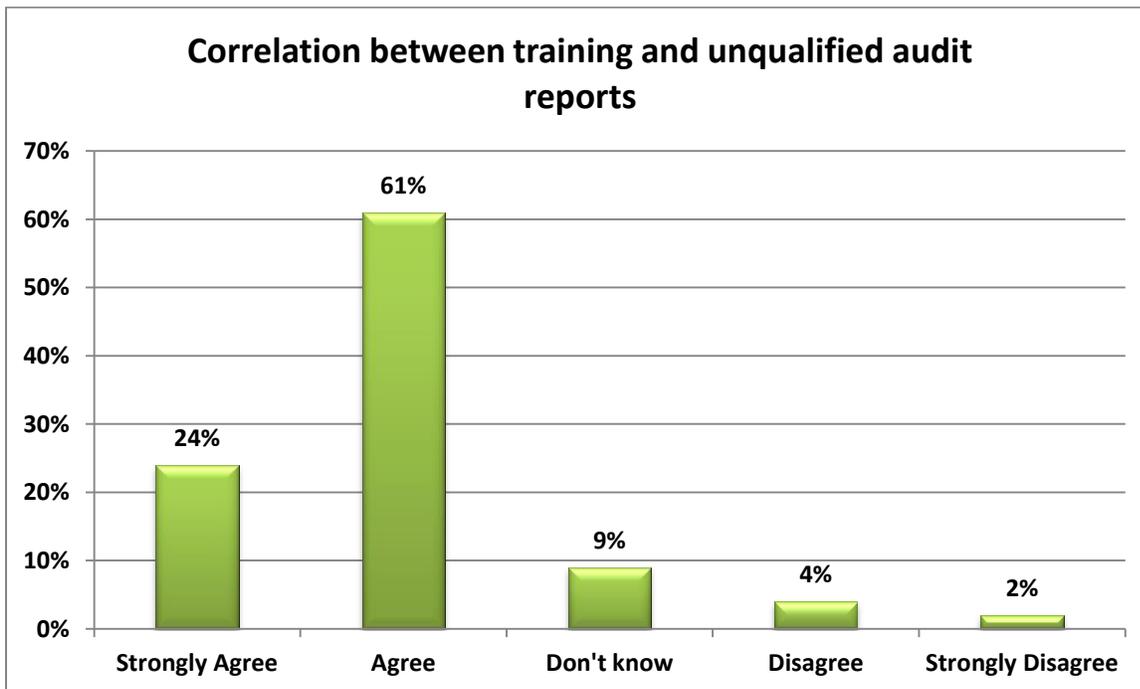


Table 4.23 Correlation between training and unqualified audit report

B18

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	11	24	24	24
Agree	28	61	61	85
Don't know	4	9	9	93
Disagree	2	4	4	98
Strongly Disagree	1	2	2	100
Total	46	100	100	

From the results, shown in Figure 4.23, a total of 61 percent of respondents strongly agree that there is a correlation between training and unqualified audit reports, and 24 percent agree that there is a correlation between training and unqualified audit reports. This shows that employees do see the need to be trained in SCM, so that they will have sufficient skills to implement SCM prescripts. Only two percent strongly disagreed that there is a correlation between training and unqualified audit reports; and nine percent don't know.

SCM Practice Notes, Circulars, Guidelines issued by National Treasury are adequate for technical support in SCM implementation

Figure 4.24 SCM Practice Notes, Circulars, Guidelines issued by National Treasury are adequate for technical support in SCM implementation

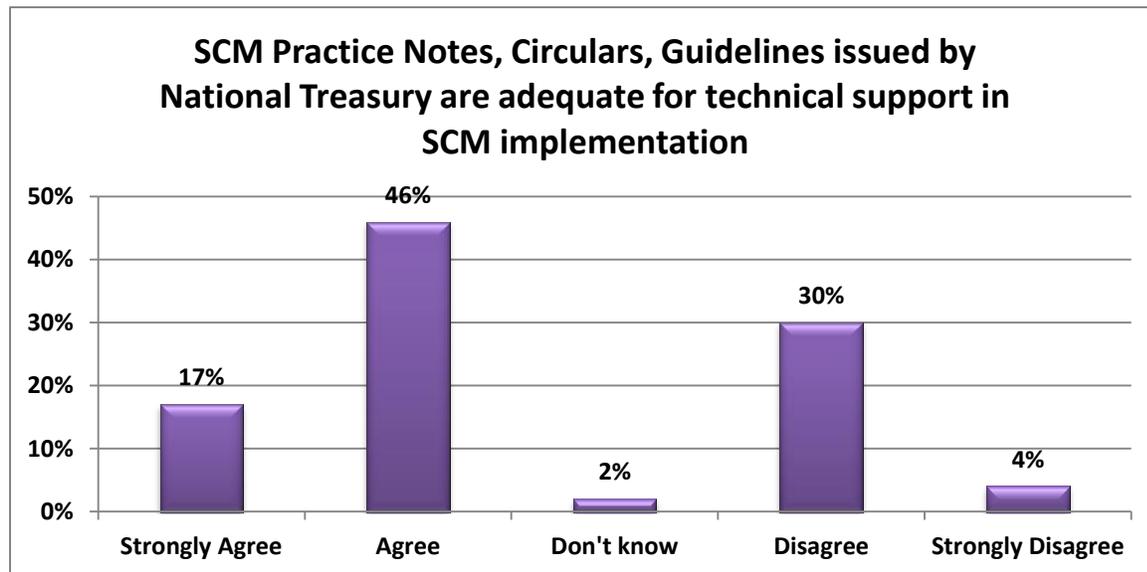


Table 4.24 SCM Practice Notes, Circulars, Guidelines issued by National Treasury are adequate for technical support in SCM implementation

B19

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	8	17	17	17
Agree	21	46	46	63
Don't know	1	2	2	65
Disagree	14	30	30	96
Strongly Disagree	2	4	4	100
Total	46	100	100	

The results in Figure 4.24, show that 46 percent of respondents agree, that support from the National Treasury (NT) is adequate in the form of guidelines, practice notes and circulars, with 17 percent strongly agreeing with the statement; however a sizable percentage of 30 disagreed that the support from NT is adequate. Although support from NT is evident, the indication is that more support is expected from the NT; therefore communication between the Provincial Treasury and the NT needs to be strengthened, for SCM efficiency.

High turnover of SCM staff within a short period of time is cause for non-compliance to SCM prescripts

Figure 4.25 High turnover of SCM staff within a short period of time is cause for non-compliance to SCM prescripts

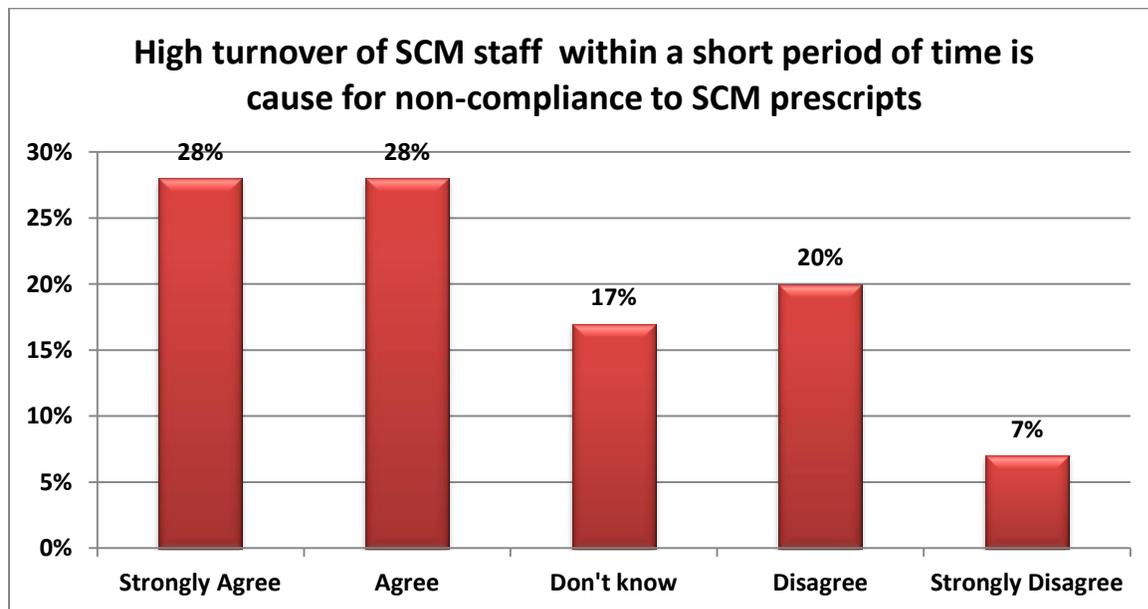


Table 4.25 High turnover of SCM staff within a short period of time is cause for non-compliance to SCM prescripts

B20

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	13	28	28	28
Agree	13	28	28	57
Don't know	8	17	17	74
Disagree	9	20	20	93
Strongly Disagree	3	7	7	100
Total	46	100	100	

As reflected, in Figure 4.25, 28 percent of respondents strongly agreed that high staff turnover in SCM causes non-compliance to SCM prescripts, with a further 28 percent agreeing with this statement. However, another, considerable 20 percent of employees disagree that high staff turnover in SCM causes non-compliance to SCM prescripts. The indication is that employees have the perception of non-compliance to SCM causes not only being limited to that of high staff turnover in SCM; there are other forces, such as political pressure, that can also be a cause. Therefore, a closer look at these forces, other than staff turnover, will be beneficial to the Provincial Treasury, to ensure that they are addressed on time.

Training in SCM processes should be complemented with training in ethics to curb fraudulent practices

Figure 4.26 Training in SCM processes should be complemented with training in ethics to curb fraudulent practices

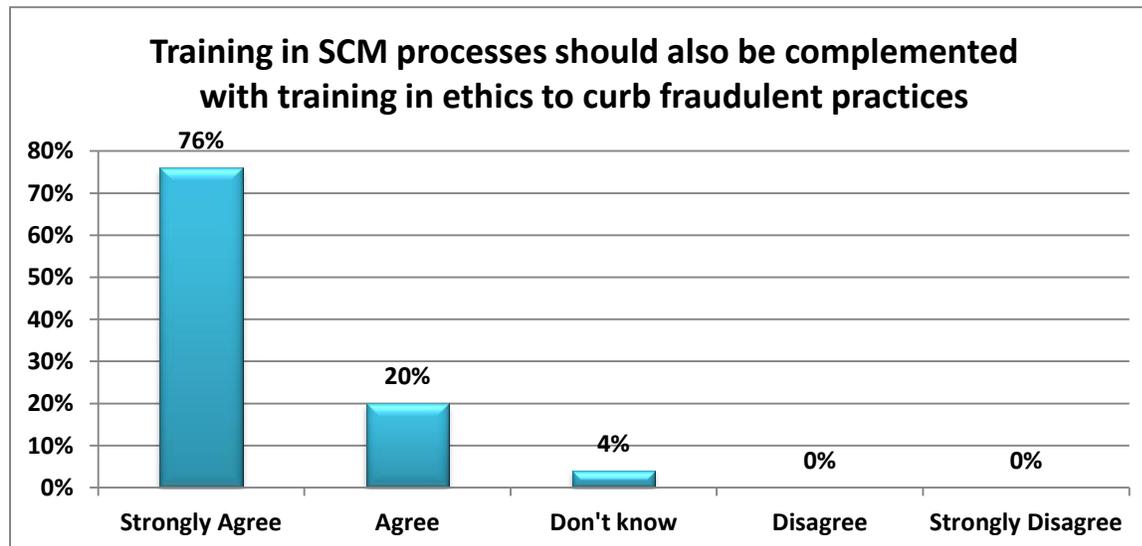


Table 4.26 Training in SCM processes should also be complemented with training in ethics to curb fraudulent practices

B21

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	35	76	76	76
Agree	9	20	20	96
Don't know	2	4	4	100
Disagree	0	0	0	100
Strongly Disagree	0	0	0	100
Total	46	100	100	

The results in Figure 4.26 show that 76 percent of the respondents strongly agreed that there is a need for training SCM official on morals and ethics, to curb fraudulent activities and this statement was further agreed on by 20 percent. Employees therefore feel strongly that training on the SCM process must be accompanied with moral and ethics training, to curb possible fraudulent and corrupt activities.

Political interference within SCM administration is cause of qualified audit reports

Figure 4.27 Political interference within SCM administration is cause of qualified audit reports

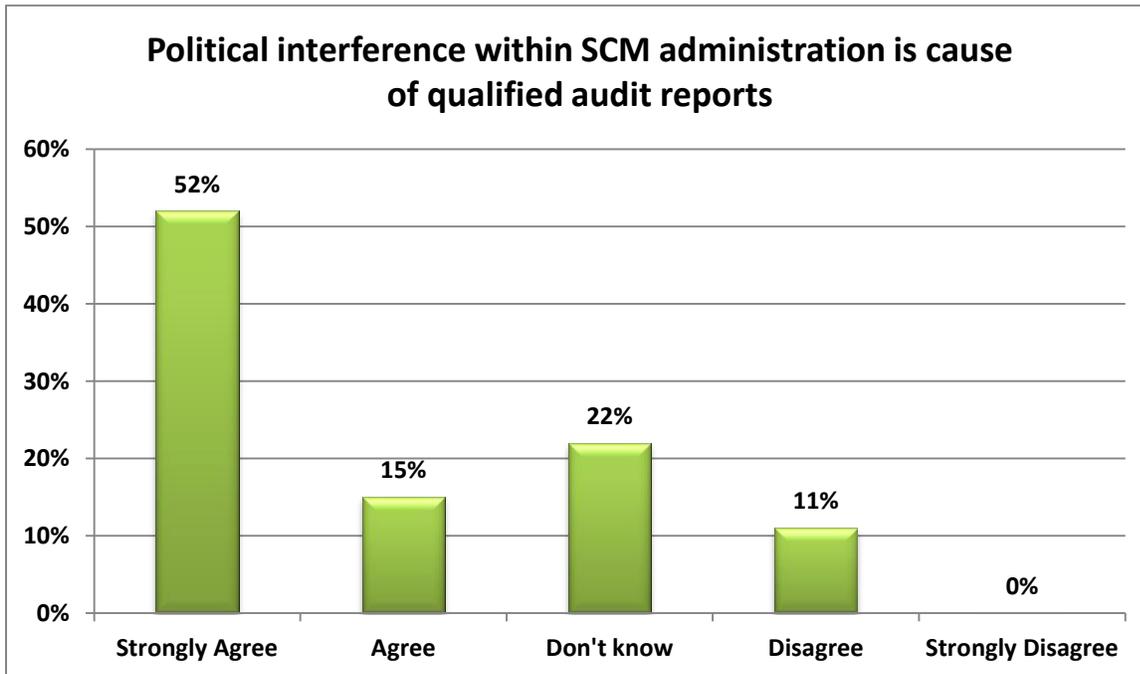


Table 4.27 Political interference within SCM administration is cause of qualified audit reports

B22

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	24	52	52	52
Agree	7	15	15	67
Don't know	10	22	22	89
Disagree	5	11	11	100
Strongly Disagree	0	0	0	100
Total	46	100	100	

It was strongly agreed on, by 52 percent of the respondents (Figure 4.27) that there is a an element of political interference in the operations of SCM, which causes non-compliance to SCM prescripts. However, 22 percent don't know if there is an element of political interference in the operations of SCM that causes non-compliance to SCM prescripts. Employees are thus aware of the political interference but due to the seniority of the politicians, employees are sometimes forced to deviate from SCM prescripts and procedures because of fearing the loss of their jobs. Nevertheless, only 11 percent of employees disagreed with the statement.

4.4.23 Top management need to lead by example rather than succumb to political influences in order to promote compliance with SCM processes

Figure 4.28 Top management need to lead by example rather than succumb to political influences in order to promote compliance with SCM processes

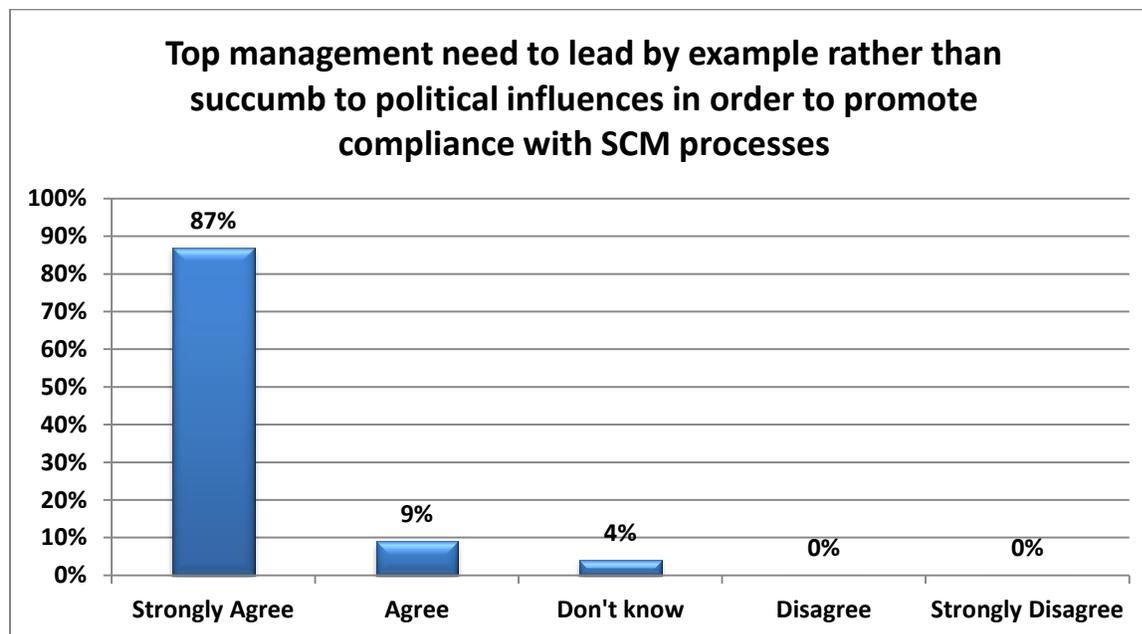


Table 4.28 Top management need to lead by example rather than succumb to political influences in order to promote compliance with SCM processes

B23

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	40	87	87	87
Agree	4	9	9	96
Don't know	2	4	4	100
Disagree	0	0	0	100
Strongly Disagree	0	0	0	100
Total	46	100	100	

A total of 87 percent of the respondents strongly agreed (Figure 4.28) that top management of the Public Institutions need to lead by example, not to succumb to the political pressures, thereby deviating from SCM procedures and prescripts. This statement was agreed on by 9 percent. These percentages show that employees think they don't have top management support when it comes to compliance with SCM prescripts, because top management succumb to political pressures instead of adhering to SCM prescripts.

Cooperation between user departments and SCM department is paramount to improving efficiency of Government as a whole

Figure 4.29 Cooperation between user departments and SCM department is paramount to improving efficiency of Government as a whole

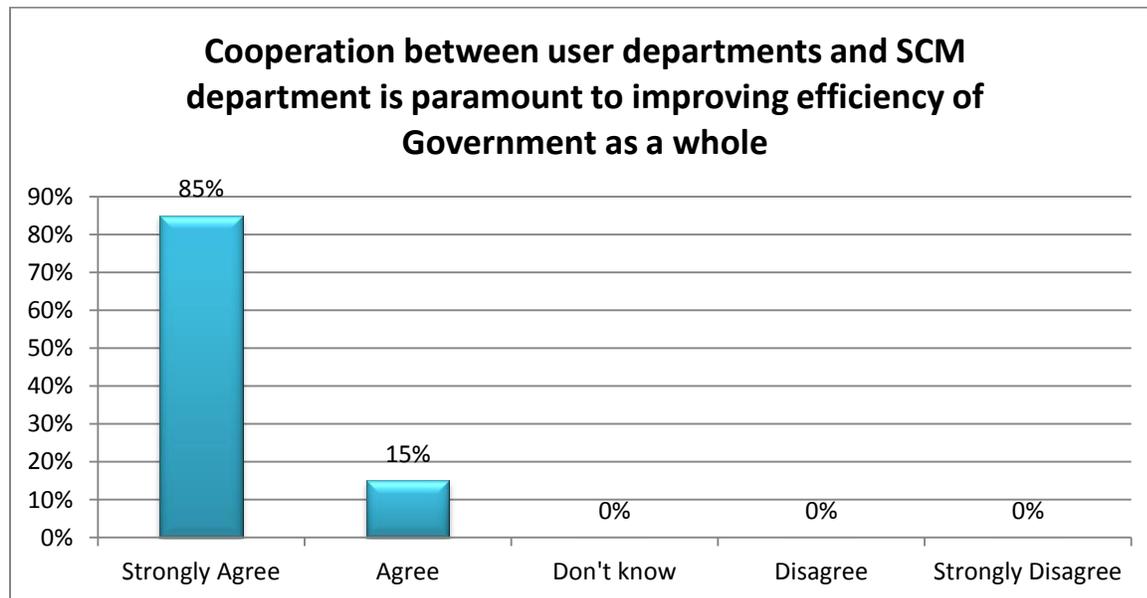


Table 4.29 Cooperation between user departments and SCM department is paramount to improving efficiency of Government as a whole

B24

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	39	85	85	85
Agree	7	15	15	100
Don't know	0	0	0	100
Disagree	0	0	0	100
Strongly Disagree	0	0	0	100
Total	46	100	100	

From the results shown in Figure 4.29, a total of 85 percent of respondents strongly agreed to the need for cooperation between the user departments and the SCM unit of Public Institutions, to improve procurement activities, thereby ensuring reasonable turnaround time for procurement of goods, services and works; 15 percent of employees also agreed. The conclusion is that employees strongly think, that smooth and healthy, inter-departmental, working relationships, will go a long way to improve procurement activities and turnaround times.

Building a public sector cadre of SCM professionals through professional accredited training will reduce qualified audit reports

Figure 4.30 Building a public sector cadre of SCM professionals through professional accredited training will reduce qualified audit reports

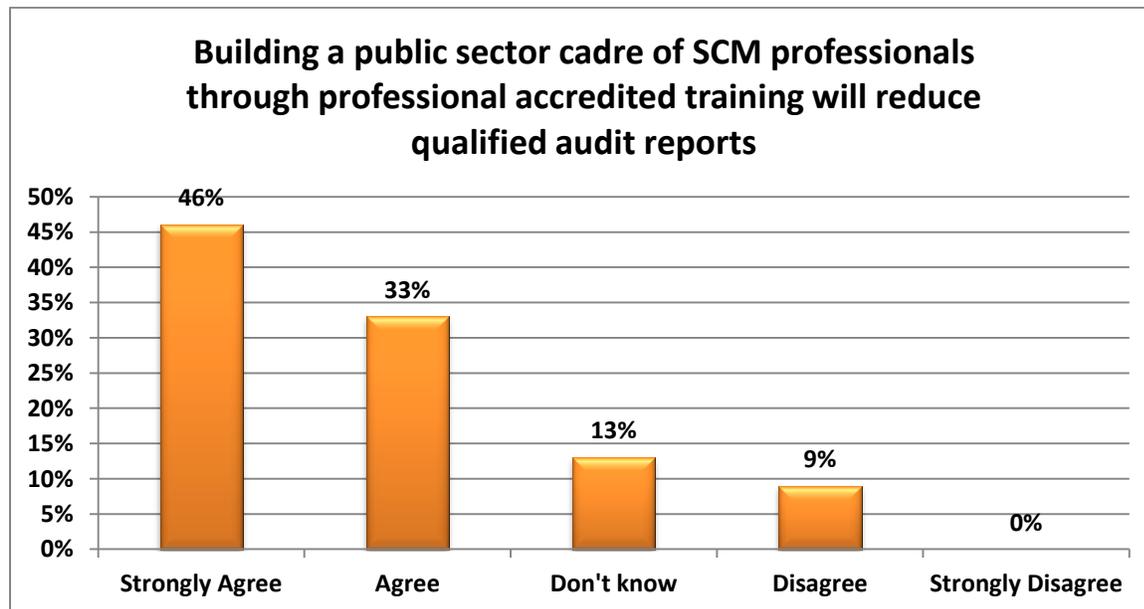


Table 4.30 Building a public sector cadre of SCM professionals through professional accredited training will reduce qualified audit reports

B25

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	21	46	46	46
Agree	15	33	33	78
Don't know	6	13	13	91
Disagree	4	9	9	100
Strongly Disagree	0	0	0	100
Total	46	100	100	

Figure 4.30 illustrates that 46 percent of respondents strongly agreed with the building of a cadre of SCM professionals in the Public Sector, as it will reduce the inverse audit queries; 33 percent agreed with this statement. Employees therefore do see the need to be trained and developed as professionals, with accreditation and memberships with, for example, CIPS.

Greater flexibility to attend emergencies and urgencies is required to improve service delivery

Figure 4.31 Greater flexibility to attend emergencies and urgencies is required to improve service delivery

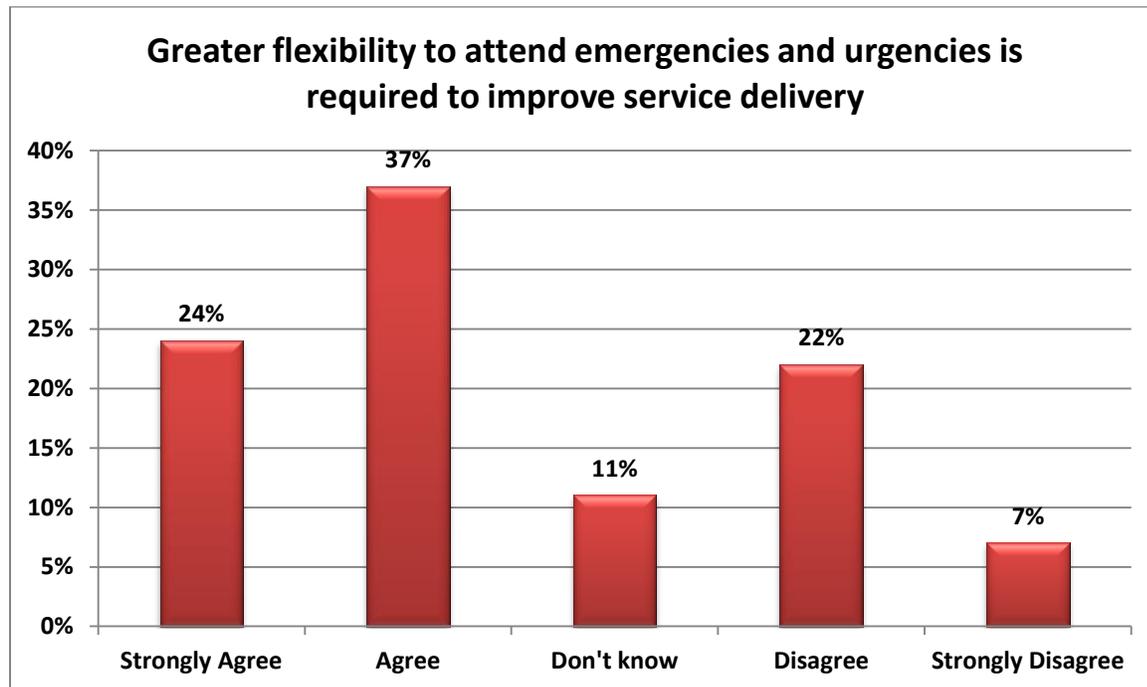


Table 4.31 Greater flexibility to attend emergencies and urgencies is required to improve service delivery

B26

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	11	24	24	24
Agree	17	37	37	61
Don't know	5	11	11	72
Disagree	10	22	22	93
Strongly Disagree	3	7	7	100
Total	46	100	100	

It would seem that, from the results shown in Figure 4.31, 37 percent of the respondents strongly agreed with the need for greater flexibility to attend to emergencies and deal with urgencies in procurement, in order to address service delivery needs by the Public Sector, while 24 percent also agreed with the need identified. This shows that employees see the need for the flexibility in procurement, in order to address unforeseen emergency and urgent situations. However, 22 percent of respondents felt that, allowing for flexibility in procurement is dangerous, in the sense of the Government then open the floodgates for fraud and corruption. It is thought that the illegalities will be sugar coated with emergency and urgent procurement, which promotes poor planning and non-compliance with the Annual Procurement Plan, as per the current legislation.

Strengthening linkages between key policy makers of SCM prescripts, e.g. SARS, CIPC, NT, PT will reduce qualified audit reports

Figure 4.32 Strengthening linkages between key policy makers of SCM prescripts, e.g. SARS, CIPC, NT, PT will reduce qualified audit reports

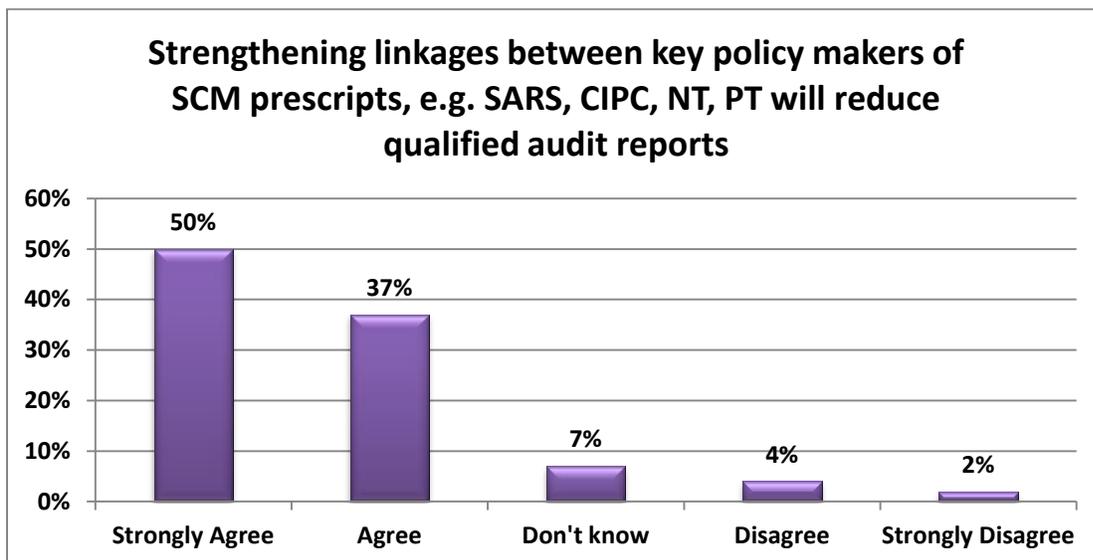


Table 4.32 Strengthening linkages between key policy makers of SCM prescripts, e.g. SARS, CIPC, NT, PT will reduce qualified audit reports

B27

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	23	50	50	50
Agree	17	37	37	87
Don't know	3	7	7	93
Disagree	2	4	4	98
Strongly Disagree	1	2	2	100
Total	46	100	100	

Figure 4.32 shows that 50 percent of respondents strongly agreed that the need for strengthening linkages between all major stakeholders and policy makers in the space of public procurement, such as the South African Revenue Services (SARS), CIPC, NT, PT, for smooth and standardized procurement procedures. It was agreed with by 37 percent of respondents.. This indicates that there is still a need for PT to strengthen working relations with major stakeholders in public procurement, in order to ensure a standardized and systematic approach to public procurement.

Strengthening interdepartmental, SCM Forums or Focus Groups to discuss pertinent daily SCM challenges will reduce qualified audit reports

Figure 4.33 Strengthening interdepartmental, SCM Forums or Focus Groups to discuss pertinent daily SCM challenges will reduce qualified audit reports

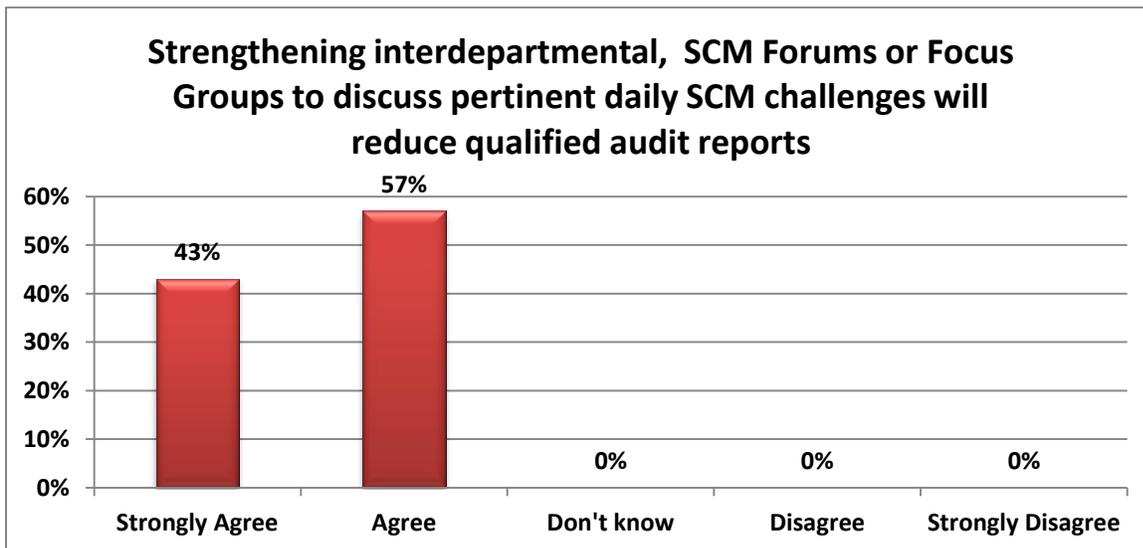


Table 4.33 Strengthening interdepartmental, SCM Forums or Focus Groups to discuss pertinent daily SCM challenges will reduce qualified audit reports

B28

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	20	43	43	43
Agree	26	57	57	100
Don't know	0	0	0	100
Disagree	0	0	0	100
Strongly Disagree	0	0	0	100
Total	46	100	100	

The results illustrate, (Figure 4.33) that 57 percent of respondents agree that there is a need for enhancing and having SCM forums and Focus groups through which pertinent daily and operational SCM matters are discussed, as well as ideas shared with fellow SCM practitioners from other Public Institutions, which will avoid falling into the same, such as when one department had a court judgement emanating from SCM operations the other department must learn from the mistakes made by the previous department. The need was agreed to, as identified and stated, by 43 percent of the respondents. This shows that employees do see the need to have a platform, where all SCM matters are discussed and ideas shared, to improve SCM operations, norms and standards.

Strengthening controls over all procurements below a threshold value of quotation system will reduce qualified audit reports

Figure 4.34 Strengthening controls over all procurements below a threshold value of quotation system will reduce qualified audit reports

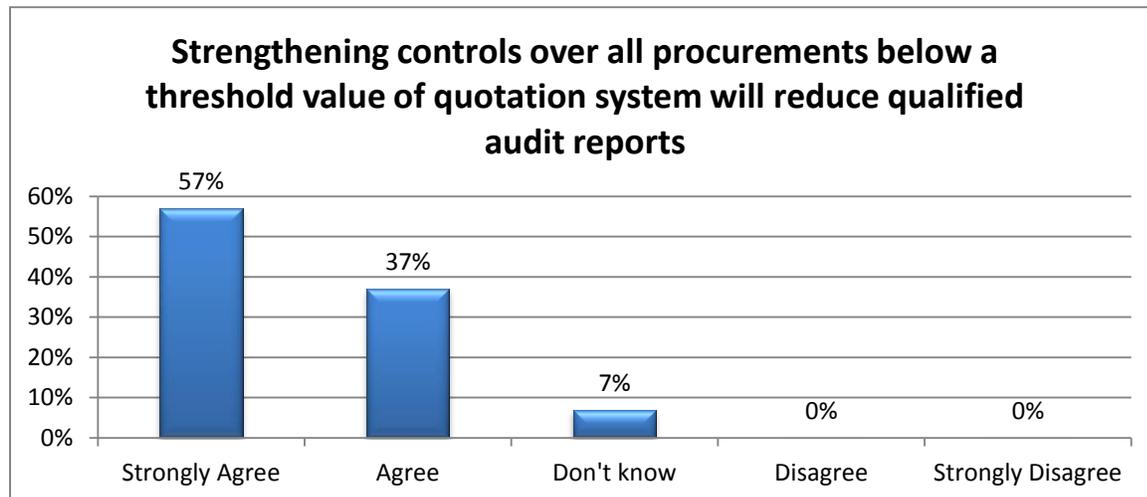


Table 4.34 Strengthening controls over all procurements below a threshold value of quotation system will reduce qualified audit reports

B29

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	26	57	57	57
Agree	17	37	37	93
Don't know	3	7	7	100
Disagree	0	0	0	100
Strongly Disagree	0	0	0	100
Total	46	100	100	

Figure 4.34 illustrates that 57 percent of respondents strongly agree with the need to put more controls over procurements within the quotation system of Public Sector, which is according to the Preferential Procurement Policy Framework Act (PPPFA) Regulations, (2011). This is for any procurement threshold, up to R500 000, including all taxes applicable, may be procured through the quotation system. This involves a process whereby the institution requests three quotations from the potential service providers, and then choose the cheapest quote. A further 37 percent of respondents agreed with this statement. This indicates that employees do see the need for controlling the quotation system, as fraudulent and corrupt activities are frequent there, furthermore, most of the Government budget is spent through the quotation system within procurement, therefore more controls should be put in place and monitored.

Will giving priority to staffing capacities/structures within SCM units improve efficiency and reduce qualified audit reports? Are current staffing capacities/structures adequate?

Figure 4.35 Will giving priority to staffing capacities/structures within SCM units improve efficiency and reduce qualified audit reports? Are current staffing capacities/structures adequate?

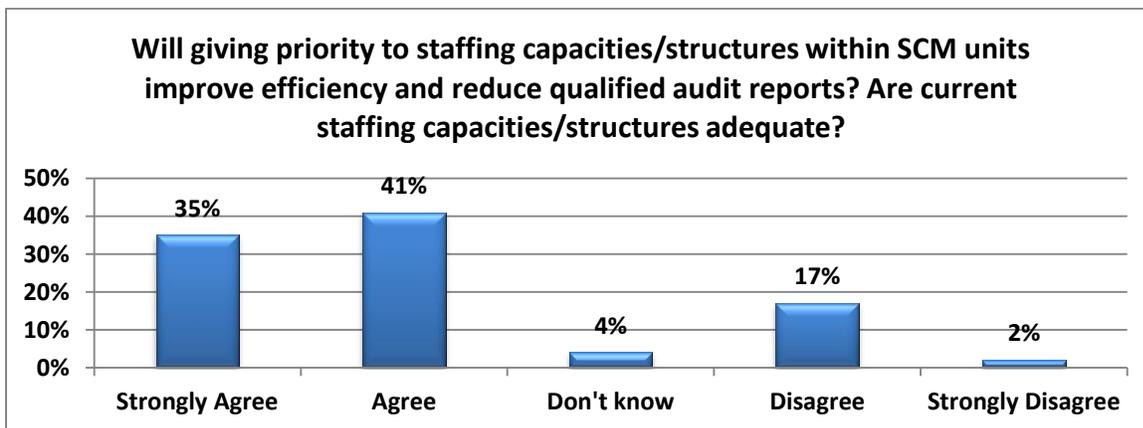


Table 4.35 Will giving priority to staffing capacities/structures within SCM units improve efficiency and reduce qualified audit reports? Are current staffing capacities/structures adequate?

B30

Answer	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Strongly Agree	16	35	35	35
Agree	19	41	41	76
Don't know	2	4	4	80
Disagree	8	17	17	98
Strongly Disagree	1	2	2	100
Total	46	100	100	

Results shown, in Figure 4.35, illustrate that 41 percent of respondents strongly agree that, there is a need to look closer at SCM capacity throughout the Public Sector, as it is normal that SCM organizational structure is not always prioritized in terms of filling vacancies, it remains the engine of each Public Institution. Without SCM organizational structure, the Public Institution will be dysfunctional, as almost 80 percent of their budget is spent through SCM procedures; this statement was agreed to by 35 percent of the respondents. It can be inferred from this, that employees feel they are both understaffed, as well as the added need to prioritize the filling of SCM vacancies.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions of the research

Findings from the research

Resulting from the research study conducted, the findings are discussed under two headings, namely key findings from the literature review, and key findings from the primary research operations.

Key findings from the literature review:

A shortage of fundamental motivation from employees prevents successfully transferring training to employees (Cheng and Hampson, 2008:333).

Trainees' self-efficacy levels can be increased by:

- Providing information about training and the purpose of training, before training begins. Training, which achieves a reciprocity, based on the relationship of the employee helping the company because the company helped them, will foster a sense of commitment to the organization (Barrett and O'Connell, 2001:342);
- Reducing perceived threats to trainees by initially emphasizing performance outcomes, which become important after training (Manchin, 2002; Noe et al., 2008:2); and

- Showing employees the training successes of peers in similar jobs. Motivation to learn influences either the trainee's training performance or transfer outcome (Cheng and Ho, 2001; Pugh and Bergin, 2006).

Kirkpatrick and Kirkpatrick (2010:18) identify justification for the need for training evaluation, as follows:

- To justify the existence and budget of the training department;
- To decide whether to continue or discontinue training programmes; and
- To gain information on how to improve further training programmes.

The following are important considerations, as set out by Kirkpatrick and Kirkpatrick (2010), on training evaluation:

- To what extent does the subject content meet the needs of those attending?
- Is the facilitator qualified to facilitate or teach?
- Are the facilities and resources in satisfactory conditions and conducive for the culture of teaching, learning and training and what else can be done to improve the training programme?

Employers who are interested in sound business management and growth in the market place, should subscribe to initiating and maintaining offerings of soft skills (leadership, effective communications and coaching) and technical skills (Truitt, 2011:2), to their staff.

According to Meyer (2007:107-108), problems associated with training programmes include:

- 'One-size-fit-all' in training, does not work. Training programmes may not be flexible enough to meet the needs of each individual and vast amounts of money, time and effort are spent and wasted, in teaching people what they really do not need to know;
- Lack of measurement exists because people return to work, without implementing what they have learnt; and
- Overtraining can also occur when there is too much training, with no advancement opportunities.

All these years of researching the problem in literature has been proved to be the training evaluation models themselves. The traditional Kirkpatrick (1959) model has four levels, of which three have been used to consider training evaluation. They comprise of levels one to three, which deal with individual level analysis (reaction, learning, and behavioural levels). Only the fourth level in Kirkpatrick's model, (results level), examines organizational outcomes. Researchers have argued that the outcomes would therefore favour the individuals, whereas the other levels are equally important, such as team level, organizational level and societal level outcomes (Birdi, 2010).

South Africa needs an efficient, capable, and value-based Public Administration. Building the capacity of public servants to deliver, is one of the key tools for the successful implementation of government's strategic priorities and programme of action (Ringquist, 2013:217). Public Administration Leadership and Management Academy

(PALAMA), as the government training department, provides capacity building interventions aimed at developing a public service cadre who cares, belongs, serves and delivers, in a manner that is developmental.

PALAMA, as the capacity-building vehicle of government, manages and offers training and development opportunities to public servants at national, provincial and local spheres of government, and various State owned companies (SOC's). The department has also expanded its reach to support legislatures and parliament, with the design and delivery of training in governance, leadership, and management (Ringquist, 2013:238).

Programmes and courses offered by PALAMA address leadership challenges and practical management competencies, required for improved service delivery. They also focus on inculcating values and contextual knowledge required for a developmental state. Specific courses are available to enhance competencies in human resources, monitoring and evaluation, supply chain management, and finance management functions, across all departments and local authorities.

Some of the courses offered by PALAMA are accredited by the Public Sector Education and Training Authority (PSETA), or by other SETAs and Higher Education Institutions (HEIs). Other courses can be combined into programmes, which are equivalent to certificates or degrees. Training offered can also become 'stepping stones' for career advancement in the Public Service (Ringquist, 2013:267).

According to the World Bank (2000), through organized and professional public training and development institutions, such as PALAMA, the government is in a position to meet the challenge of rapidly creating a professional, competent public sector, with the will and the skills to manage service delivery effectively.

Key findings from the primary research

a) Demographic profile of respondents

A collective 63 percent of the respondents are in the 21 to 40 age category, which shows management's preference of employing middle aged personnel.

- An advantage to the department is that a tertiary level qualification is held by 87 percent of the respondents, which presents a segment of staff that are more ambitious, motivated, strategic and self-confident, within the departmental staff pool, accessible for future placements.
- The study indicates that 57 percent of the respondents are male, this shows that the department has not addressed the employment of more women in the workplace adequately. It may also be from the lack of enforcement, of the departmental Employment Equity Policy, aimed at empowering women and previously marginalized societal groups.

- The research shows that 37 percent of the respondents have been employed for six to 10 years, by the Government, in the SCM department. This implies that the Government or Provincial Treasury do have well experienced personnel to undertake various SCM functions; however, it is a bit riskier for the department to possess those employees, should the department not have a well-developed succession plan, in case an expert leaves the employ of the Government.

b) Knowledge of Supply Chain Management Prescripts by respondents

- The research reveals that 41 percent of the respondents strongly agreed that there is training provided by the Provincial Treasury. This indicates that training does impact positively.
- A total of 43 percent of the respondents strongly agree that there is a relationship between the training and development and employees' knowledge about SCM. This indicates that employees see the need to be trained in SCM, so they will have sufficient knowledge to implement SCM prescripts.
- Respondents strongly agreed (70 percent) that there is a relationship between training and development, and employees skills in SCM. This shows that employees see the need to be trained in SCM, so that they will have sufficient skills to implement SCM.
- A collective 59 percent of the respondents strongly agree that there is a need to review current legislation that regulates Public Sector procurement. This infers that Public Sector procurement legislation does not address the needs of public procurement.
- There is disagreement by 30 percent of the respondents that training is provided by external service providers; 22 percent don't know and 26 percent agree that training is provided by external service providers. This shows that service providers who are responsible for the training, are either external or internal.
- Regarding the adequacy of training on SCM, 43 percent of the respondents disagree with the statement, while 37 percent agree. This indicates that there is a larger portion of employees, who think that training provided by the Provincial Treasury, is not sufficient.
- A bigger percentage of respondents (43 percent), disagreed that training service providers are accredited with the relevant SETA, with 37 percent agreeing that the training service providers are accredited with the relevant SETA. Employees indicate mixed experiences or knowledge, of whether training service providers are accredited with the relevant SETA or not.
- There were slightly more (35 percent) of the respondents who disagreed that in-house training is adequate, while 30 percent agreed with the statement. Employees therefore see the need for in-house training having a huge potential to improve their knowledge.
- It was agreed by more than half (52 percent) of the respondents that training material reflects current and updated changes in SCM. Employees are thus following up on the dynamics of the forever-changing SCM environment, and happy with the contents of training material.

- More than half (54 percent) of the respondents disagreed that the SCM prescripts are rigid and difficult to implement. This shows that employees are aware of what to do, in order to comply with SCM prescripts but there might be other external forces at play.
- Poor administration of contract management was seen by 52 percent of the respondents, along with the poor administration of asset management and supplier vetting, as the causes of qualified audit reports. This highlights that more targeted training must be conducted with the employees who specialize in the administration of contracts.
- It was strongly agreed by 63 percent of the respondents that the segregation of duties among SCM practitioners brings about efficiency in procurement practices. This implies that employees understand and see the need for the segregation of duties, as one of the elements with which to curb fraud and bring about efficiency in SCM operations.
- The lack of access by SCM practitioners to relevant databases was agreed to by 67 percent of the respondents, as rendering SCM practitioners unable to detect service providers in the employ of the State. Employees are therefore willing to detect service providers who are in the employ of the State.
- It was strongly agreed by 63 percent of the respondents that there must be proper security measures of all documentation in SCM, to ensure proper functioning of SCM units and to avoid corrupt and fraudulent activities.
- Almost half (48 percent) of the respondents agreed that SCM prescripts are not rigid and difficult to implement but requires elaborative planning. It therefore follows that employees know exactly what is required of them to comply with SCM prescripts, considering also that there is always an element of poor planning. A further 46 percent of the respondents agreed that most staff in SCM have undergone satisfactory SCM.
- The need for a properly drawn and work-shopped Annual Procurement Plan was strongly agreed with by 67 percent of the respondents ,to improve procurement turnaround time strategy. This shows a need for the implementation and monitoring of an Annual Procurement Plan, to achieve efficiency in Public Sector procurement.
- A large number (61 percent) of the respondents strongly agreed that there is a correlation between training and unqualified audit reports. This indicates that employees do see the need to be trained in SCM, so that they will have sufficient skills to implement SCM prescripts.
- It was agreed by 46 percent of the respondents that the support from the NT is adequate, in the form of guidelines, practice notes and circulars. This shows that, although support from NT is evident, more support is expected from the NT.
- Respondents strongly agreed (28 percent), that high staff turnover in SCM causes non-compliance to SCM prescripts. However, a considerable 20 percent of employees, disagrees that high staff turnover in SCM causes non-compliance to SCM prescripts. Employees therefore think that non-compliance to SCM causes are not only limited to high staff turnover in SCM.
- According to 76 percent of the respondents, it was strongly agreed that there is a need for training SCM official on morals and ethics, which could assist in curbing fraudulent activities. This implies that employees strongly feel that training on the SCM process must be accompanied by morals and ethics training.
- There was strong agreement by 52 percent of the respondents that there is an element of political interference in the operations of SCM, which causes non-compliance to SCM prescripts. Employees are therefore aware of political

interference but due to the seniority of the politicians, employees are sometimes forced to deviate from SCM prescripts.

- A large percentage (87 percent) of the respondents strongly agreed that, top management of Public Institutions need to lead by example and not to succumb to political pressures, thereby deviating from SCM procedures and prescripts. This implies that employees think they don't have top management support when it comes to SCM prescripts compliance.
- There was strong agreement by 85 percent of the respondents that there is a need for cooperation between user departments and the SCM unit of the Public Institutions,, to improve procurement activities thereby ensuring reasonable turnaround time for procurement of goods, services and works. This indicates that employees think a smooth and healthy inter-departmental working relationship will go a long way toward improving procurement activities.
- It was indicated by 46 percent of the respondents that they strongly agree the building of a cadre of SCM professionals in the Public Sector, would reduce inverse audit queries. This implies that employees do see the need to be trained and developed as professionals, by earning accreditation and memberships with, for example CIPS.
- A need for greater flexibility was strongly agreed to by 37 percent of the respondents to enable attendance to emergencies and urgencies in procurement, in order to address service delivery needs by the Public Sector. This shows that employees see the need for flexibility in procurement, in order to address unforeseen emergency and urgent situations.
- It was strongly agreed by 50 percent of the respondents that there is a need for strengthening linkages between all major stakeholders and policy makers, in the space of public procurement, such as SARS, CIPC, NT, and PT, for smooth and standardized procurement procedures. This indicates that there is still a need for PT to strengthen working relations with major stakeholders in public procurement, to ensure a standardized and systematic approach to public procurement.
- The need for enhancing and having SCM forums and focus groups was agreed with by 57 percent of the respondents, through which to discuss pertinent daily and operational SCM matters, and also share ideas with fellow SCM practitioners from other Public Institutions. This will prevent falling into the same trap, such as if one department had a court judgement emanating from SCM operations, the other department must learn from the mistakes made by the previous department. This means that employees do see the need to have a platform where all SCM matters will be discussed and ideas shared, to improve SCM operations, norms and standards.
- It was further strongly agreed, by 57 percent of the respondents, that there is a need to institute more controls over procurements that are within the quotation system of Public Sector. According to PPPFA Regulations, (2011), any procurement threshold, up to R500 000 including all taxes applicable, may be procured through the quotation system, whereby the institution calls for three quotations from the potential service providers and chooses the cheapest quote. This shows that employees do see the need for controlling the quotation system, which is burdened with fraudulent and corrupt activities.

- The need to look closer at SCM capacity throughout the Public Sector, was strongly agreed with by 41 percent of the respondents, as it is normal that the SCM organizational structure is not always prioritized, in terms of filling vacancies; this happens, even though it is an engine of each Public Institution. Without the SCM organizational Structure, the Public Institution will be dysfunctional, as almost 80 percent of their budget is spent through SCM procedures. This illustrates that employees do feel understaffed and see the need to prioritize the filling of SCM vacancies.

Recommendations

Recommendations based on the study findings are set out hereunder.

Conduct more on-job training programmes and develop a cadre of SCM professionals for future SCM specialist demand

Developing SCM professionals at a domestic Level

a) Determine baseline human resource capacity for SCM

- Conduct a baseline assessment of human resource capacity for SCM that identifies supply chain tasks and functions by level of the supply chain, considers costing, and detects human resource gaps in terms of skills and number of employees.
- Assessments should be conducted by multi-disciplinary teams and consider both the public and private sectors (Nixon, 2004: 231).

b) Develop human resource policies to attract and retain supply chain managers

- Include supply chain staff within the National Human Resources Policy Framework (NHRPF), possibly incorporating the creation of a professional cadre for SCM.
- Review existing organizational structures; create job descriptions at central, intermediate, and peripheral levels.
- Develop a two-pronged strategy for strengthening supply chain human resources, both for dedicated supply chain personnel and other professionals, with supply chain responsibilities.

c) Increase supply chain training opportunities for all cadres, including increased emphasis on pre-service (learnerships and internships) training, and continuing professional development

- Integrate needed SCM competencies into the pre-service training of SCM practitioners.
- Develop degree or certification programmes, as appropriate, for specialization in SCM.
- Strengthen continuing professional development opportunities relevant to SCM.
- Utilize innovative training methodologies to maximize reach, such as distance learning.
- Engage private sector in training and strengthen faculty capacity for SCM.

d) Build professional networking opportunities

- Identify opportunities for country-level networking and mentoring, as well as communities of practice related to SCM; engage existing professional associations (private and public sector) for example CIPS, etc.

Developing SCM professionals at a Global Level

a) Establish a model competency framework for SCM and conduct a mapping exercise of current SCM capacity building activities and resources

- Define competencies required across functions and by level of the supply chain and make framework available to be adapted at country-level (World Bank, 2000).
- Link mapped activities and resources to the global competency framework; identify ways to formally endorse or accredit courses, based on a standard set of criteria.

b) Facilitate documentation and dissemination of the evidence base, for human resource strengthening activities in SCM

- Build on, or develop where necessary, and make available: tools, methodologies, and processes to promote country-level baseline assessments of human resource capacity for SCM.
- Make information easily accessible to support South African efforts, in the use of available evidence, to develop and strengthen advocacy materials.

c) Develop advocacy materials for professionalization of SCM and strengthening human resource capacity

- Materials can target both global and regional policy makers and be adaptable to country contexts. Content should include the importance and complexity of SCM, the importance of human resources for SCM, and the value of relevant technical initiatives.

d) Support an information clearing house, related to human resources for SCM

- Information to include best practices, evidence base, data, advocacy materials, and change management materials.
- Should utilize existing websites and networks, as feasible.

e) Build regional-level professional networking and mentoring opportunities

- Promote opportunities for global networking, mentoring and communities of practice related to SCM; engage existing professional associations, such as CIPS; because CIPS is the only professional body accredited by the South African Qualifications Authority (SAQA), for professionals in the purchasing and supply chain management arena.

Developing a departmental wide training communications strategy

The introduction of an effective, cut-across, training communication system is recommended, which should be aimed at informing staff and winning their confidence and trust. Boosting employee motivation and productivity, requires creating and maintaining effective communication channels from top-down, a process that involves organizational planning and meticulous implementation at all levels. To be sustainable and successful, these communication strategies must, over time, become an integral part of the department's work culture and philosophy.

Employees are more productive when they know what they are working to achieve as a target goal; as individuals and as a team, what the organization's goals are, and exactly how they contribute to the realization of those goals. Management must communicate clearly and at regular intervals, what the department training's short and long-term focuses and priorities are, any budgetary constraints, and what the ethical expectations are, while achieving the departments training goals.

5.3.3 Emotional and Transparency intelligence

“Organizations who are not totally transparent in their day to day operations will have a hard time hiding that fact when a crisis hits (Baum and King, 2004)”. If you are not open and honest, everyone will eventually know. It is recommended that the department needs to win the confidence and trust of employees, by sharing with them, both informally and via formal communication, the department's challenges and crisis situations. Management needs to be respectful and listen to feedback, employing the use of emotional intelligence in order to gain employee confidence and trust.

Accreditation and Expansion of Training Programmes

It is recommended that the Provincial SCM Unit develops a plan, to be accredited with the LGSETA/PSSETA institutions. Training participants, employees, employers, and members of the public have greater confidence in an institution or course, which has been accredited against international standards of quality. Using an established accrediting body, such as LGSETA/PSSETA or Chartered Institute of Purchasing and Supply (CIPS), to carry out an independent evaluation helps demonstrate due diligence. Moreover, as CIPS is the sole international accrediting body in the field of SCM; also as a process, accreditation reflects the fact that, in achieving recognition by an accrediting body, the institution is committed to self-examination and external review. It seeks not only to meet the standards but also ways in which to enhance the quality of education and training provided, on a continuous basis.

It is further recommended that on being accredited, the Provincial SCM Unit uses this opportunity to expand its training, broadening the target market to include outsiders who are not employees of the departments, so as to have a cadre of SCM professionals readily available for any eventuality in the Public Sector. The academy's course will then be available to outsiders and this will ensure that the Public Sector grooms many SCM specialists for the country.

Public Auditing regulation

Additionally, it is recommended that the Provincial SCM Unit also develops a plan, to be accredited with the Independent Regulatory Board of Auditors (IRBA). This will address the training of internal auditors, employees who work within the ambit of auditing in all Provincial Public institutions, as well as ensure the quality of internal auditing functions within the Province. Using an established, accrediting body, such as IRBA, to carry out an independent evaluation, helps demonstrate due diligence among the internal audit functions. It seeks not only to meet the standards but also ways, in which to enhance the quality of internal auditing and training provided, on a continuous basis and close any gaps identified, during the auditing process.

Areas for future research

The literature review undertaken on the topic, has shown that electronic supply chain management (e-SCM), under e-commerce, has been acknowledged as an outstanding topic in the supply chain literature, in the most prestigious Operations Management and Logistics journals, especially since 2000. The main topics have been e-procurement, e-fulfilment and information flows.

Further research regarding the e-SCM process, should try to analyse how different business units can use the same customer data for the betterment of service delivery. Moreover, it should try to determine what specific type of integration alternatives are available, for organizations working with rapidly changing customer relationship management (CRM) systems and SCM support technologies. Future studies should also develop decisions and identify tools used to analyse the large amount of data, gathered through the Internet for SCM purposes.

Finally, more empirical studies, showing how the internet is used to provide different product and service offerings, are required.

It would be preferred that such research be conducted on bigger sized departments, as these will enhance the scope of coverage, producing more statistical data, thereby assisting the Public Sector administration as a whole, especially on SCM and procurement.

Conclusion

The primary findings assisted in answering the research questions formulated for this study. The study concluded that employees are currently receiving training from the Provincial Treasury SCM Unit, under the Training Directorate. Professionalization of the SCM career, through intensive training and registering of employees, to be qualified as CIPS members, such as MCIPS, FCIPS etc.; thereby recognised as professional SCM officials, was discovered to be vital. Gaining the confidence and trust of employees through human capital development is vital, to ensure departmental goals are achieved.

It is clear, from both primary and secondary findings, that motivation impacts significantly on training effectiveness, as it is central to learning and transfer of learning. It enables training to be beneficial to the individual, co-workers, to teams, and to management and the organization. Therefore, training programmes need to consider motivation levels and factors affecting employees' motivation, in order for training to be successful.

In summation, instances where employees indicate unhappiness about the processes for example, 87 percent of the respondents strongly agreed that top management of Public Institutions need to lead by example, and not succumb to political pressures, thereby deviating from SCM procedures and prescripts. This means that employees think they don't have top management support, when it comes to compliance with SCM prescripts, and overall, this hints at an urgent need for management to engage employees. This is vital as, in communicating the strategies, aimed at promoting training programmes, and the Provincial Treasury's vision to professionalise SCM officials, the department, and the Public Sector as a whole benefit.

Training departmental employees, keeping them motivated and up to date with SCM's newly promulgated prescripts, norms, standards and technology, issued by the NT, is essential to drastically reduce of the number of inverse audit queries from the AGSA. Regular training and learning opportunities are an investment that will allow employees to prosper and develop their careers. The research objectives were achieved, as the research showed that training is a tool that can be used to retain employees and comply with SCM prescripts. The perceived weaknesses of the training were revealed and recommendations to management on areas of improvement suggested. The research also met the objectives of the study as content, delivery and conditions of training, which led to SCM compliance, was achieved. In addition, the study has discovered that training has meaning to employees' present and future career endeavours.

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