DURBAN UNIVERSITY OF TECHNOLOGY

ANALYSING THE INFLUENCE OF OPERATIONS MANAGEMENT AS AN APPROACH TO SUSTAINING EFFECTIVE CORPORATE GOVERNANCE IN THE PUBLIC HEALTH SECTOR: A CASE STUDY OF THE PROVINCIAL DEPARTMENT OF HEALTH

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degree of **Doctor of Philosophy in** Management Sciences
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DECLARATION

I declare that:

"Analysing the influence of Operations Management as an approach to sustaining effective Corporate Governance in the Public Health Sector: A case study of the Provincial Department of Health" is my work, that all the sources used or quoted have been identified and acknowledged through complete references, and that this thesis has not previously been submitted by me for a degree at any other university.

Signed: _NE Mthembu____

N. E. Mthembu

I certify that the above statement is correct.

Signed: **Prof. B.I Dlamini**

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ABSTRACT

Operations management has gained considerable attention in the corporate world and establishment due to its perceived benefits. It assists in the effective management function of controlling and supervising of services and people. With efficient operations management, people such as nurses, physicians and other healthcare personnel can provide attentive services. In light of the effect of operations management, the objectives of the study were to determine whether executives and health representatives can engage in planning that creates the highest level of efficiency within the organisation; establish if the management exercises control that can promote rational decisions; determine whether, through the operational skills and exposure, the management can direct operational resources towards achieving the best efficiency; establish whether the executives and their subordinates can recognise the factors hampering OM and their method of corporate governance, and assess the extent to which health representatives can expedite the efforts of OM to implement effective corporate governance. For this study, simple random sampling was applied to select required respondents from the KwaZulu-Natal health care units and centres.

The 259 responses received were accepted as the sample size of this study. Data collected were captured and analysed on Statistical Package of Social Sciences (SPSS) v26.0 to yield descriptive and inferential statistics. The most important outcome of the study was that the healthcare workers referred to the fact that the management function of planning, organising, controlling, supervising, staffing, coordinating and leading were all very valuable in setting up and operating a successful business. The issue that surfaced from the respondents was that the operatives were not committed to the ethical code that direct their operations, even though some of them did endeavour to embrace transparency, accountability, fairness, teamwork, risk management and integrity in their line operations and mode of governance. The main recommendation that is made here is that healthcare leaders and operatives must be enlightened with the importance of an ethical code to maintain effective corporate governance. This could also be a path for further research.

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MAY GOD BLESS YOU ALL

Nozipho Elsie, Mthembu

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LIST OF ACRONYMS

OM	-	Operations Management
SPSS	-	Statistical Package for the Social Sciences
COP	-	Community of Practice
KZN	-	KwaZulu-Natal

CHAPTER ONE

ORIENTATION AND OVERVIEW OF THE STUDY

1.1 Introduction

The current status of Operations Management appears to have developed earlier from the times of craftsmen in the eighteenth century, with the division of production (Galindo and Batta 2013). In that period, operations management (OM) was formerly known to be Production Management and is rooted in the manufacturing sector, until Henry Ford, in 1913, took a turn in pulling together a production line concept by introducing what can be referred to as "bringing work to men". From then on, the management of production for regulating productivity tended to be more popular. In the middle of the 1950s and 1960s, further, to incepting other concepts such as Taylorism, production planning, or inventory control of, amongst others, proponents, fashioned a separate discipline. This was due to the fact that economies in the developed world were being progressively too unstable to be service-based, similar to the corporate roles, together with Product Management. At that point, as opined by Brones, de Carvalho and de Senzi Zancul (2014), the service side opened its approach and put Product Management principles to planning, in addition to organising procedures up to the point where it was pronounced to be Operations Management.

According to Jasti and Kodali (2015), the crux of Operations Management to any relevant organisation is to give support to the strategic goals of the workplace if an establishment is to understand and cover the dimensions by which the intense breakdown of work processes is taken on. In fulfilling social responsibility, organisations nowadays focus on their Operations Management (OM) particularly, in maintaining their survival and what to do to build up the business life while keeping in focus the social, economic and environmental objectives. Bromiley and Rau (2016) view OM as a system that entwines planning, organising, and supervising procedures and practices that can lead to improvements for greater effectiveness. Schnackenberg and Tomlinson (2016) agree that where OM is encouraged, managing organisational resources will maximise the potential of any products or services that are offered by an establishment. The fundamental impact of OM can yield a prime output if the key operations areas, which consist of

production, inventory, human resources and logistics, can be adequately managed (Brandon-Jones *et al.* 2016).

In maintaining effective corporate governance, setting up the utmost confidence in patients and the public increases trust in the services rendered by the hospitals, clinics and health departments (Yates and Evans 2016). To contribute significantly to the management of the patients, the quality status and the conformity of the known standards that identify the areas of intervention, a survey must be carried out to examine the internal structure of the hospitals, clinics and health departments. This is to discover better ways of increasing patient and staff satisfaction regarding the services provided by line management in the health department. Prominent amongst the established issues experienced in the healthcare industry is linen loss. Conducts such as an obstinate method of regulating control, the age-old routine of information flow, lack of belief and a lack of team support emerge as a result of the hypocritical action of the service providers, executive management, especially in observing the OM practices (Osborne and Hammoud 2017). Edwards and Saltman (2017) suggest that to mitigate events arising as a result of poor corporate governance when it comes to medical practices, finances and the alleviation of flaws in the aspect of healthcare, need utmost attention.

Being even-handed with other healthcare industries at international and at the national phase alike, is the province of KwaZulu-Natal, where the health sector, in the same way, encounters the unproductive effect of line management in their operations. It is high time that attention is heeded to the healthcare settings to ascertain the factors underlying the sustainability of OM despite the intervention of the South African government.

1.2 Rationale for the study

To credibly enunciate that an effort in an establishment or corporate environment is a complete success, the demonstration and the applicability of a set of values and behaviours is needed (Asah, Fatoki and Rungani 2015). In the same vein, to administer operations of any kind is a mission that only people of focus, dedication, competence and positive mindedness can embark on and succeed in. Nijhuis, Vrijhoef and Kessels (2015) support that the successful completion of tasks rested on people such as operations managers and work executives based on their efficiency, understanding

and ability to use the information to realise the mission, vision and the motives behind the corporate objectives. To accomplish a successful career in operations, an individual must be capable of reasoning logically, be fluent in communication and be skilful at implementing performance proficiently (Betancourt *et al.* 2016). In addition, it is required of an operations manager to be passionate about work performance, visionary, with other behavioural qualities that are not only peculiar to work executives but to every work affiliate who aims to build an organisation (Brandon-Jones *et al.* 2016). Although, the motives behind people gainfully employed may seem different; people engage in work to alleviate their poverty, some to boost their personality and values in society, and others for the reason of improving their standards of living. However, Corona and Randhawa (2017) observe that a deficiency of work competencies serves as a measure of factors that hampers the successful influence of the operational performance in workplaces.

Despite the reasons attached to the purpose for which people venture into work or engage in OM, what is important is knowing how to keep the work spirit together by tailoring the vision and mission of an organisation for developmental purposes (Dion 2017). In sustaining the economy, the healthcare sector in South Africa plays a significant role in the development of the economy and this illuminates why essential priority is given to this division by most societies. Nonetheless, health organisations of today experience rough and composite trials, an effect which emerged as a result of forces such as ageing people, the rising pervasiveness of prolonged illnesses, and the intensive use of expensive yet vital health technologies. The consequence of this do not only have a damaging influence on the health system but also on the populace, and the community's wealth creation, both in the country and the KZN province. The effect of this has geared the government of South Africa to add amply to the health structures via training and educating the health personnel, not only in the KZN province but the in every part of the country (Keyter *et al.* 2018).

Nevertheless, the effort to maintain operations management is deteriorating in health divisions and departments (Gilson and Agyepong 2018). It is vital to examine from within the internal structure of health sectors to establish the causal factors militating the weakness in operations as well as the

exertion needed to ensure effective Corporate Governance. This state of condition merits demanding care if health industries are to dexterously promote the economy.

1.3 Relevance of research area

The diverse ways through which economic growth can be developed are numerous, inclusive is the quality of labour that is characterised by human capital, the impact of which significantly also adds to economic growth (Bucur, 2013). The health industry plays a pivotal role as an aspect of human capital, in particular, to oversee that the populace's health is treated with seriousness and values are added to economic growth. In addition to the effort made, Fusheini and Elyes (2016) posit that health commissioners, as the planners and policymakers together with their work underlings, can give more to the community where they serve by reinforcing their approach of operations management. This can be accomplished by building a community of practice (COP) that allows people to deal with their obligations at the highest level of proficiency in a way that launches a decent bond of trust and gives people hope in human existence (Engelbrecht, Heine and Mahembe, 2017).

As opined by Fenollar and Mediannikov (2018), today's environment is contaminated with different epidemic infections such as Covid-19, HIV, meningitis, encephalitis heart failure, tuberculosis, cancer, diabetes, high blood pressure, insomnia, and other harmful diseases. The approach to serving patients better and caring for patients thus requires skills, moral obligations, and adeptness to fulfil these communal defects (Samson and Kalchschmidt, 2019). The result of this is to enable health officers and representatives to form engagements about their work operations management and decisions that can allow them to form opinions on alleviating the struggles of civic and collective emergencies.

On this premise, this study seeks to reveal the prominence of the Operations Management practices of health administrators in terms of how their tactics and plans of resolving economic concerns and how their methods of Corporate Governance can be used as a measure that transforms the economy, cares for and protects the health of the people.

1.4. Research Problem

Investing in an establishment can be frustrating, especially when trying to support, build and ensure the durability of that establishment (Chun *et al.,* 2013). This explains the reason that work executives and administrators at the top management level give all they have in terms of skills, knowledge, and their best capacity to grow the life of organisations they govern. In directing the affairs of their established unit, they play dominant roles to ensure steadiness by forming policies and procedures, while dealing with their basic areas or departments such as the aspects of the financing, planning and technology (Galindo and Batta, 2013).

Marshalling operations in this regard can be taxing as the handling of management duties can be cumbersome. It may sometimes involve transmitting information via email or the bureaucratic means of disseminating information within the work system and the people in society, thus causing a delay in decision-making, wastage of effort and time resources. As a result of this, adopting inconsistent measures or different procedures can be detrimental to work processes, especially when the management tries to influence the value and efficiency that provide good quality services (Gu *et al.* 2014).

In the opinion of Mayfield, Mayfield and Sharbrough III (2015), weak communications practices can impede orderliness. Consequently, this can result in work directors implementing wide-ranging principles. To prevent such an event, all the employees must be trained in how the organisation operates and in keeping ethical conduct and procedures. This is to ensure uniformity of ideas where each individual forming a work union is exposed to their respective designations or work duties (Hornstein 2015). Hitt, Xu and Carnes (2016) explain that operation managers and the top management committee in an organisation hold this accountability as they are tasked with forming long-standing customer and employee schemes. This is to further give regulations to the organisation where people embrace the organisation's mode of operation and conduct in the social, cultural and economic environment as they are also a part of the sustainability drive. Haselhuhn, Wong and Ormiston (2017) add that bringing about a set of sustainable operations management practices leans on the extent to which the organization's relationship can impact positively between

employees and patrons. Therefore, transparency must be upheld in all ramifications of work units. This is to establish a relationship where all affiliations are bound together in   trust.

A fruitful stream of operations and customer value-adding activities can be ascertained with operative and well-organised OM processes. An achievement regarding this can be reached where an organisation can distinctively identify, plan, organise, monitor, and control organisational resources within reasonable primacies and capabilities in line with the market response. In opposition, environmental influences that are characterised by the description of internal and external issues have undermined the improvement of the OM processes of any organisation, consequently making them devoid in accomplishing success and flourishing (Odeku and Odeku, 2014). Amongst the internal factors hampering organisational success are deficiency of management skills; poor financial management; lack of proper documentation of records and inventory control and feeble technology aptitudes, amongst others. Correspondingly, the obstructions allied with external factors are government policies and labour regulations (Gunawan and Aungsuroch 2017). This is a devastating indication that the standard of health care in South Africa has been compromised by a variety of challenges which negatively affect healthcare quality (Tshipa 2017). Decline in quality health care according to has caused the public to lose trust in the healthcare system in South Africa (Fusheini, Eyles and Goudge 2016; Alkaraan 2018).

A key issue as pointed by Gilson and Agyepong (2018), include corruption on the provision of health services. Corruption is influenced by adverse agent selection, lack of mechanisms to detect corruption and a failure to sanction those involved in corrupt activities. Without effective corporate governance systems, health care systems will find it difficult to understand which basics of operation management style to cope with and how to manage corruption (Reeves and Humphreys 2018; Ncala 2020) .

The South African government, in the report presented by Auditor General of South Africa (AGSA) (2022) has been striving to support the health care units in their endeavours, as the health conditions of the residents are taking on importance. Examples of support are offering financial aid, training, and advice necessary to stand out and provide the best health service that can conquer

the epidemic diseases emerging in today's world. However, there appears to be little or no progress as health care units lack strong internal structures and competence to drive the state of organisational affairs from the top, middle and lower management levels, thus making the health sector incapable of outweighing the environmental and health trials disrupting economic growth and development.

It is therefore imperative to examine the situation from within the internal work circle of healthcare units or departments to ascertain the precise causes and factors responsible for the incompetence and the uncalled-for insolence of far too many health workers.

1.5 Aim of the study

This study aims to uncover the influence of the practice of Operations Management on the manner of corporate governance within the KwaZulu-Natal Public Health Sector.

1.6 Research objectives

The objectives of the study are:

i.   To analyse how executives and health representatives planning influences sustainable corporate governance in the department of health.
ii. To establish how control influences sustainable corporate governance in the department of health.
iii. To determine whether, through the operational skills and exposure, the management can supervise and direct operational resources towards achieving the best efficiency.
iv. To establish whether the executives and their subordinates can recognise the factors hampering OM and their methods of corporate governance and
v.   To assess the extent to which health representatives can expedite the efforts of OM to implement effective corporate governance.

1.7 Research questions

i.   Are executives and health representatives involved in planning that influences sustainable corporate governance in the department of health?

ii. Can control influences sustainable corporate governance in the department of health?

iii. Can management through operational skills and exposure supervise and direct operational resources towards achieving the best efficiency?

iv. Are executives and their subordinates able to recognise the factors hampering OM and their methods of corporate governance?

v. Are health representatives able to expedite the efforts of OM to implement effective corporate governance?

1.8 Data collection, analysis and interpretation

Bearing in mind that the researcher seeks to amass objective information relating to the practice of operations management and the influence on the corporate governance in KwaZulu-Natal Public Health Sector. Data was collected from health care administrators by means of a self-administered, closed-ended questionnaire. This survey instrument is pragmatic when a large volume of information is to be collected from a large number of respondents in a short period of time and at a relatively low cost (Taherdoost 2016). Besides, questionnaire surveys are useful for collecting data from a sample to conduct statistical analyses and generalise results to a population (Mohajan 2018). The quantitative data collected was analysed and interpreted using descriptive statistics to enhance the validity of the findings.

1.9 Limitation of the study

As a result of financial constraints, focus will be concentrated on only the KwaZulu-Natal Healthcare centres. This might prevent generalization of the findings.

1.10 Contribution of the research

This study was intended to fill a gap in research on the practice of operations management by health care administrators in KwaZulu-Natal of South Africa. While many studies have been conducted on the practice of operations management in other countries, little research has been conducted on the same in South Africa (Mohutsiwa and Musingwini 2015). The few studies that investigated the operations management in South Africa did not focus on the Health sector, nor did they investigate the practice of corporate governance (Inekwe, Hashim and Yahya 2020).

Hence, the findings of this research will contribute to the debate on the practice of operations management and their application in the corporate governance of health sector.

1.11 Structure of the thesis

This thesis contains six chapters:

i.   Chapter one provides an introductory overview of the study. It describes operations management as a major influence in today's system of corporate governance. The use of planning, organising, controlling, supervising, staffing, coordinating, and leading as tools of change and improvement in corporate establishments is discussed, as is the need for the operatives to promote work efficiency in their working communities, in particular, the KwaZulu-Natal health care administrations. This chapter also presents the statement of the problem, study objectives, significance, and the limitations of the study.

ii.   Chapter two analyses the constructs used for this study by presenting a thorough glance at operations management and its sub-components, which are planning, organising, controlling, supervising, staffing, coordinating, and leading. In addition, it examines the relevant existing research on the subject.

iii.   Chapter three discusses corporate governance under the groupings of transparency, accountability, fairness, teamwork, risk management and integrity and how healthcare operatives and leaders can relate operations management to enhance effective corporate governance.

iv.   Chapter four states the research methodology employed for carrying out this research. The selected research design is justified since it is descriptive and quantitative. This research uses the probability sampling design to ensure that KwaZulu-Natal Health operatives have a chance of being selected for the study. This research also applies a questionnaire as an instrument of data collection through simple random sampling. SPSS (Statistical Package for the Social Sciences) will be initiated for this research study.

v.   Chapter five presents and interprets the findings of the study.

vi.   Chapter Six concludes the study and makes the recommendation for future research.

CHAPTER TWO

CONCEPTUALISING OPERATIONS MANAGEMENT

2.1 Introduction

Practically everybody implements the basic function of management (Anderson, Potočnik and Zhou 2014). Operation managers apply this generic management process to each decision they make on operation management (OM) function, essentially to enhance their productions (Eisenbesis 2012; Battistoni *et al.* 2013; Dinh *et al.* 2014). Hitt, Xu and Carnes (2016) describe operation management as the set of activities of planning, staffing, leading, organising, and controlling employees to improve goods and services leading to the transformation of inputs into outputs.

In business organisations, the production activities that create goods and services are usually quite obvious. In them, there exists the creation of tangible products while, on the other hand, in the organisation that produces no physical products, the production function may be less obvious. It may be hidden from the public and even from the customers. An example is a transformation that takes place at a bank, hospital, airline office, or college. Making a decision in operation management, according to Hornstein (2015), and Federico *et al.* (2017), requires individuals to have extensive knowledge to ensure effective corporate governance.

Corporate governance, in the view of Claessens and Yurtoglu (2013), is how an organisation regulates itself. Jizi *et al.* (2014) and Armstrong *et al.* (2015) acknowledge that the influence of corporate governance on operational performance has been unremittingly explored because it has exceptional value in improving the economic worth of the establishments. According to McCahery, Sautner and Starks (2016), some of the key reasons for sustaining good value of governance include the establishment and promotion of investors' confidence, observing the management of the executive board by shareholders and, chiefly, to improve greatly the accountability of an organisation to prevent calamities before they happen.

De Haan and Vlahu (2016) observe that an organisation without a good scheme of corporate governance can be considered as a body without a soul or principles. Since corporate governance is mostly considered by the organisation as the structure on which all performances rested, it is noted as the warning system that keeps a company honest and out of trouble. This is because it embodies the procedures, practices and interactions employed by a variety of enterprises and organisations to make decisions and to stabilise their performance (Buallay, Hamdan and Zureigat 2017).

This chapter reviews the literature on operations management which is one of the variables of this study. Therefore, to authenticate and unload the factors that make up this variable, the assumptions that underline the current review shall be dealt with below.

2.2 Theoretical framework

This study is established on the theories of scientific management and human behaviour because operations management, at present, is increasingly connected with the environment and how people's demands can be met. The rapid changes in the modern environment have posed numerous opportunities and challenges, which have resulted in the enhancement of industrial capabilities. Hence, managing a service system has become a major challenge in the global competitive environment. Operations management has been a key element in the improvement and productivity in business around the world as it reveals to people and organisations how to achieve goals with common effort. Scholars alike have explored the efficacy of operations management as an integral element of corporate governance.

Taylor (1911), among the earliest theorists of management, found the "Principle of scientific management" to illuminate how work was implemented and the influence which common effort have on efficiency. His discoveries proved that making employees do jobs as hard as they could was not as economical as improving the way the job was done. He suggested that by properly coordinating and clarifying works, efficiency would improve. He also posited the idea that employees and leaders must cooperate instead of critiquing each other's trivial errors. He advised

that employers should compensate their employees for better productivity as this will give them the motivation to work harder.

Mayo (1945) initiated human relation theory to demonstrate the value of people for output and not machines. Evidence from his findings revealed that people wish to be included among the team that contributes to progress and development. Consequently, when workers obtain concerned consideration and are motivated to take part in an activity, they consider their effort as important, and they are motivated to be more creative in a manner that produces high-quality work.

Weber (1947) designed the bureaucratic management theory where he directed his attention to organising corporations in a chain of command to have a transparent policy of governance. His philosophies for devising this scheme incorporate a chain of command, vibrant division of labour, separation of personal and organisational assets of the owner, strict and dependable instructions and etiquettes, scrupulous record-keeping, the certification, collection, and preferment of workers based on their conduct and experiences. He established the idea that an establishment must need a distinct classified form of statutes, procedures and lines of power which direct it. According to Weber, bureaucracy institutes the most effective and coherent way social activities can be structured. Hence, maintaining procedures as well as coordinated plans are obligatory to retain order as this will increase competence and remove all elements of favouritism.

Fayol (1949) developed administrative management theory where he observed an organisation from the outlook of the managers and the situations they might contend with, when coordinating and executing their roles in an organisation. He assumed that leaders must have six main abilities, which are the ability to plan, organise, coordinate, command, and control. In his view, these ideologies should not be inflexible. However, the managers must be able to ascertain how they will be employed to manage processes competently and successfully.

McGregor (1960) presented X and Y assumptions in his book titled, "The Human Side of Enterprise," where he resolved that people's motivations are inspired by two types of management styles that directed the sensitivities of individuals. Managers who presume workers are unconcerned or hate their job use theory X, which is autocratic. Theory Y is employed by managers

who believe that employees are accountable, dedicated, and self-ambitious. This is a participative management approach that develops into a more shared work environment, while theory X turns into micromanaging. His conclusion revealed that bigger corporations may like to implement theory X to ensure that their workers concentrate on working towards realising organisational objectives. In smaller corporations, workers tend to form a division of the decision-making practice because creativity is promoted, hence they like to apply theory Y.

Fred Fiedler (1964) also introduced a contingency model to reveal the competence of leaders in an organisation. Evidence from the author's finding showed that there is no definite management approach that works for all corporations. Fiedler opined that a leader's personality completely correlated to how successfully a leader runs his or her team. Based on his assertion, leadership qualities that are needed to cope with all kinds of situations must be pliable for leaders to adapt to a changing environment.

Bertalanffy (1969) examined planning and management of businesses using system management theory. Bertalanffy businesses use the body system of human beings where every part that makes a whole-body function together. According to the author, businesses are like compound elements that must jointly work for an establishment to run optimally because an organisation's success hinges on interaction, mutuality and trust between subunits that form the whole business system. Additionally, this theory emphasises the beliefs of all systems' organisations, regardless of their form. All systems are seen to possess six qualities: integrity, hierarchy, self-control, honesty, flexibility, and transparency. According to this approach, workers are the key elements of a firm, and work divisions or teams are all supplementary, vital aspects for success. Bertalanffy (1969) advised that managers must assess designs and actions in the business to decide the most excellent management approach. Both the governee and governor must work together on set plans to realise success.

Considering the above, there is a need for a good management approach for work leaders, superiors, and their employees to successfully govern the corporate establishment that they administer. Nevertheless, the impact of environmental forces caused by globalisation; rivalry,

corruption in the corporate world; technological development and political instability in the economy has required the need of competence as a tool of controlling operations in the workplace to maintain effective corporate governance (Solomon 2020).

2.3 The conception of operations management

Before explicating the concept, operations management, which is one of the variables under this research, it is crucial to have a broad overview of management as it pertains to people and not just workplace managers or superiors.

2.3.1 Defining Management

Management, according to Visnjic, Wiengarten and Neely (2015), is the method by which an organisation is administered, regardless of whether it is a business, a non-profit organisation, or a government body. Management can further connote directing and controlling a group of individuals or a corporation to achieve a definite objective. It can also suggest the utilisation and control of human, financial, technical and natural resources. Management requires in-depth skills of an operative or administrator to understand what to do, the approach of doing things and the tactics to use to make what is anticipated accomplishable. Examples include planning skills, communication skills, decision-making skills, delegation, problem-solving skills and motivation skills. With these skills, a person possessing them must be prepared to be answerable for all decisions he or she makes, as well as ready to take blame or credit for the outcomes of the choices. According to Visnjic, Wiengarten and Neely (2015), a good manager must retain admirable decision-making skills, as this will customarily influence his or her success in realising administrative objectives.

Wales (2016) describes management as the ideal approach of undertaking responsibilities and realising objectives with the set components of planning, organising, staffing, directing, and controlling practices. Management can also indicate the approach under which the operational activities of an organisation is directed, regardless of whether it is a business establishment, a non-profit organisation, or a government body. The approach of governance reveals how resources

such as physical resources, human resources, timing, information resources and financial resources are directed. According to the author, a manager or an administrator who cannot manage resources required to man the work practices, is habitually unproductive. In his conclusion, it is pertinent that work administrators be experienced and retain requisite proficiencies needed to efficiently perform their obligations if they are to administer organisation resources, explicitly on issues that need an expert ability. When individuals display intense skills they remarkably uncover social competence and understand how to execute a task with the capacity to positively produce an outstanding outcome (Wales 2016).

Strydom (2017) agrees to management being a process of executing a plan in transparent and organised conduct for achieving specific purposes with the practical use of structural resources. Successful dealings in workplaces are attained by ensuring the envisaged work ambitions are adequately planned, organised, supervised and controlled by efficient use of organisational reserves. This can be done through the active use of experience and involvement of specialists and work professionals to control excessive use of the workforce, raw materials, information, and costs expended in the operational activities. The organisation enables extreme consumption of resources by opting for the best feasible substitute advantage when performing operations. Management, as a duty, is accountable for the administrative productivity in workplaces as it assists in coping with the fluctuating pressures of the market and the persistent needs of the community. In this manner, it helps an establishment to flourish as it goes through changes in the competitive market.

Wilson (2018) maintains that the responsibility of recruiting the right calibre of individuals who possess the right skills, knowledge and experience, rested on management. In executing work duties, the duty that is accrued to each designation or worker must be made known by the management to ensure clarity and awareness of what is expected of them. All functions must be clear to everybody. The image of a transparent management structure of an establishment is represented by how it improves the organisation's function, both working as a group corporate body and encouraging the staff to work individually. Good organisations, according to the author, are those that curtail all elements of risk. They ensure discipline and

display proper ethical values while also promoting the research that can assemble the best talent in the work system.

Suriyankietkaew and Kantamara (2019) note that management is the coordination and controlling of responsibilities to attain a particular objective. The responsibility comprises formulating the organization's policy and directing the activities of personnel to realise the set goals by the implementing of accessible resources. Management can as well represent the superior composition of personnel representatives in an establishment. The job role of senior professionals revolves around planning, organising, evaluating the workflow of a team of professionals. Often, they are liable for department behaviours and educating others. They ensure systematic workflow that can improve performance.

Uymaz (2020) explains that there is no superlative way of management, as some individuals will believe to be more directly suitable to a particular style of management or another. Leaders can select beliefs about different forms of management to generate the most excellent prime example for their corporation. From the author's perspective, the administration designs that can assist in making a manager be an operational leader are persuasive management style, democratic management style, and laissez-faire management style. Firstly, under the persuasive management style, persuasive superiors expend much time with their group members. Associating with the workers permits the persuasive manager to set an example that others imbibe, and to increase buy-in and conformity from the group, they lead by encouragement rather than instilling force on workers or imposing demands. Prominent administrators are mindful of the duties that their underlings are doing every day and are interested in their work lives. Secondly, when a leader adopts the democratic management style, such leader permits the team members to openly participate in making decisions. The open channel of interaction in democratic leaders and workers permits the superiors to perceive the abilities and benefits that each operative brings to the organisation. Open contribution and the interchange of thoughts between various levels of personnel permit each worker to participate in the outcome of a decision or a project. This pattern of management is successful when administrators improve the planned and revised process of decision-making. Otherwise, acknowledging responses from everybody can make the work activity lethargic and chaotic. Lastly, the laissez-faire management style is one which exercises less interference and encourages individualism from the workers. . The leader here motivates the workers to reinforce and

make decisions. This enables the workers to feel a sense of togetherness on each project executed in the workplace. The leader plays a significant role, by stepping in to suggest the direction needed to solve issues when problems exist, then stepping aside to allow their workers to thrive productively and practise their own governance. According to Uymaz (2020), the experience procured by an individual provides such a person with the strength to use his or her wealth of resources such as knowledge, skills and experience, not just for personal benefit, but in the mutual interest of the environment.

The discussion above from different authors indicates that management is a core factor that serves as a guide or a strong base for effective corporate governance. To operate an efficient operations management, leaders or work administrators must be able to perform management functions of planning, organising, controlling, supervising, staffing, coordinating and leading. These components will be critically explained to assess how they aid the performance of operation managers in the section below.

2.3.1.1 The importance of *planning* as a component of operations management

The management plan, according to Burke (2013), is undoubtedly of great primacy to optimised project execution. In ensuring that a plan is wholly appropriate and rational, it is essential to adhere to straightforward, but consistent, production measures. Planning in management is about what measures an individual must take to achieve the aspired commitment or what modifications and obstacles to look forward to, and how to exploit the opportunities to realise the expected outcome (Stead 2014).

Luthra, Mangla and Kharb (2015) describe planning as the act of establishing in advance what should be done in the immediate and long-term future. This is the process of reasoning before acting. It encompasses a determination of ambitions and the actions required to be assumed to accomplish the targets. Planning helps to express pursuit, objectives, prospects, priorities, and appraisal in a way that increases effective decision-making. Effective planning, as opined by Luthra, Mangla and Kharb (2015), results in tactical management, good quality control and provides an organisation with guidance. It connects both the proposed disbursement and the forecasting practices that increase the efficient use of resources.

Romiszowski (2016) agrees with Luthra, Mangla and Kharb (2015) by referring to planning as the responsibility of management that entails creating ideas and identifying the specific course of action for attaining the set intentions. Planning demands that the leaders and administrators must be cognisant of the ambient conditions that confront their organisations and predict imminent restrictions. In the view of Romiszowski (2016), planning necessitates that leaders or administrators be well-prepared decision-makers.

Quasim (2017) asserts that operative planning is the basis of every successful production. Planning revolves around organising responsibilities in an establishment and relates to efficiency. For the reason that efficiency levels have a direct impact on the success of any corporation, organisations must set up strategies that will be effective. Once there is a problem with the leadership, there are often defects in the corporate plan. When a corporate body improves the quality of the way they plan, they can look forward to the whole organization developing as well.

Bryson (2018) builds on the notion of Quasim (2017) that the preliminary stride towards developing a corporate plan is to certify that each problem is addressed completely as mapped out by the plan. This implies that there is a strong idea of what effective implementation of the plan will be. In this regard, the executives must set up targets and establish tips that can result in progress, as well as the modifications that can be completed to stay on track. Each person who forms part of an organisation must have a strong sense of what organisational intentions are ahead of putting the plan in motion (Bryson 2018).

The fundamental part that planning fulfils in the development, progression and project execution is not to be undervalued. Considerations from the scholars above indicate that planning is a basic pillar on which to build wide-ranging opinions, beliefs and principles that can be used to develop organisational success and productivity. Working activities of an institution is a farce without in-depth planning to run, set up and expand the operation to continue its survival. Consequently, planning reveals operators and their leaders to many prospects needed to be a tool of positive influence to their working communities. For this reason, in the efforts of leaders, administrators or

executives to execute their plans, it is pertinent that they understand how to organise themselves to function effectively in their administrative roles.

2.3.1.2 The significance of *organising* in an operations management of an establishment

Organisations, according to Keskes (2014), are teams set up to carry out shared objectives. Hamidu, Haron and Amran (2015) note that achieving the set objectives can be feasible through individuals-to-individuals and individuals-to-job, combined effort. Because organisations are made up of people and their relationships, it is pertinent that managers and work administrators organise and develop a structure to implement the plans which have been made during planning to attain the organisation's objectives (DeCenzo, Robbins and Verhulst 2016).

Kay and Alder (2017) describe *organising* as a method operated by work leaders and managers to associate the departments, divisions, groupings, and sectors of an organisation's internal environment to enable the achievement of administrative goals. A complete understanding of organising helps the management in many ways. Organising enables teams to work towards fulfilling a common task. It sets out the arrangement that is required to achieve an organisation's goals and aspirations. It integrates various departments by coordinating related or similar jobs into a single specialisation. This establishes coordination between different departments, which results in an alliance of strength and coordination in work. The authors conclude that organisation can improve the operation of the different departments by specifying the functional role of each unit, each worker, as well as their authority in the organisational structure. When this is happening, everybody's actions, behaviour and activities will be directed towards the organisation's anticipated results.

According to Gemünden, Lehner and Kock (2018), organising ensures effective role-job-fit for every employee in the organisation. It helps to avoid confusion and delays, as well as duplication of work and overlapping of effort. Since organising is a conduit that fosters coordination, it enhances better communication and transparency among the various departments of the organisation. Organising arranges the authority-responsibility among employees. The jobs and activities performed by the employees are clearly defined in the written document called job

description which details what exactly must be done in every job. This brings clarity and transparency to the organisation. In the author's view, when resources are thoroughly employed and there is an appropriate division of labour in departments and among employees, organisations could simply take on the tasks and can develop their operations systematically.

Bryndin (2019) agrees with Gemünden, Lehner and Kock (2018) in that organising uncovers when additional resources and people should be dispersed to accomplish goals. The complete success of operations rests on how the work administrators can direct resources to reach a shared set of objectives. Bryndin (2019) advocates that when an establishment has organised its activities, it makes leadership and control possible.

Gallent and Tewdwr-Jones (2020) posit organising as the creation of good authority contacts among chosen operations, individuals, and workplaces to enable the team to work jointly in a professional manner. Organising can, as well, represent the method of splitting work into different divisions and units. The outcome of this enables the management to know when to coordinate the right people together to embark on a task. The ability of management to realistically merge workers and roles permits an organisation to achieve its corporate ideas and objectives.

The opinions of the scholars demonstrated that organising is not simply a key management function; it is essential to the successful implementation of an organisation's strategy. Organising entails allocating responsibilities, sorting duties into divisions, appointing or delegating authority, and resource distribution in the work system. In the organising process, administrators organise people, resources, strategies, and practices to expedite the objectives outlined in their work scheme. For the reason that organising often involves an orderly overhaul of human resources, finances, and urgencies, it is vital the work managers, superiors and their underlings understand how to control their administrative responsibility to achieve the desired result.

2.3.1.3 The effect of *Control* as a measurement of operations management in a corporate organisation

One of the key attributes of a manager, excellent employees and leaders in an establishment is *controlling* (Owoyemi and Ekwoaba 2014). To realise the proposed outcomes from subordinates, an administrator must exert operational control on the actions, interests, movements, conflicts and proceedings of the subordinates.

Lueg and Radlach (2016) specifically define controlling as the act of making sure that events in an establishment, association or workplace are carried out according to the set plans. The act of controlling supports that the company's resources are utilised proficiently to meet the predetermined goals. Workers who do not perform their respective duties as promised should be shown follow-up work processes by work superiors to ensure that workers perform their duties more efficiently. However, a manager or an administrator must respect the team as this will enable him or her to manage and regulate their activities. A vital part of controlling is that it assesses improvement towards the attainment of the goal and permits taking curative action when it is necessary (Lueg and Radlach 2016).

Goebel and Weißenberger (2017) describe controlling as a process by which events or actions are being supervised. Controlling is a target-designed task. It is pertinent that work executives at all levels of management understand how to perform controlling functions to keep control over activities under their supervision. By being able to do this, they will be able to avoid disorderliness in work processes as well as costly errors that can hamper their operations.

Verhoest and Wynen (2018) concur with Goebel and Weißenberger (2017) that controlling decides what has been achieved. The controlling responsibility assists in determining the improvement in the direction of the organisational objectives and reveals any abnormalities while suggesting remedial action. The fact discovered helps in devising impending strategies in light of the recognised challenges. This, therefore, assists in healthier projection in the future. Minimally, insufficient control can lead to worse operations or higher danger of organisational failure. .

Bratton (2020) also describes controlling as a crucial work of management without which the responsibility of a corporation will not be able to achieve even the most excellent of planned

strategies. According to the authors, a good control scheme can enable an organisation to determine precision of regulations. In addition, an efficient control system can help an administrator or managers to maintain a prudent and clear check on the modifications that can help establishments or institutions to take important places in the society (Bratton 2020).

To ensure that controlling is properly implemented, the people in the place of power, such as administrators, leaders and supervisors, must update themselves periodically. Facts or shreds of evidence discovered must be made on their respective areas of intensity, vulnerability, prospect, and threat in the process of fulfilling their contractual obligations. Besides, the effect of controlling not only enables the work executives and subordinates to be experts, but it also produces an ambience of order and authority that promotes minimising misleading, fraudulent and deceptive conduct in the organisation. Work leaders and administrators must keep close supervision over the movements and activities of the work associates. This is to smooth control where optimum utilisation of resources is explicitly allotted (Alavi, Rabah and Jones 2021). In this regard, this will enable patrons and operatives to understand ahead of time what is expected of them as well as what will be the norms of performance on the basis of what will be valued.

2.3.1.4 The influence of *supervising* as a basis of operations management in an organisation
The role of supervision is essentially a management role (DiPaola and Hoy 2013). A superior may, for instance, need support to set up departmental objectives, how to accomplish ambitions, the number of resources that will be required to realise the aspired targets, what the designation of each respective worker is and what the deadline is for achieving the set goals (Santos, Pache and Birkholz 2015). This situation will require a superior to organise resources, including jobs, people, funding and facilities. In all, the entire situation will require the administrators or work leaders to supervise others in the organisation, as well as the teams to certify that activities are conducted as prearranged. It is on this premise that Dyllick and Muff (2016) opine supervising as the process of overseeing that the daily activities of a department or facility are managed efficiently by the employees. This practice entails ensuring that each person who makes up a team in a department has every resource required to deliver the organisation's services. This, as well, incorporates coordinating the workers' dealings, such as attendance, presentation, and career development.

Delegating responsibility to subordinates to carry out operational supervision frequently is an essential step in retaining knowledge about the operation (Dyllick and Muff 2016).

Supervising, according to McNulty and Brewster (2017), implies the ability of an individual to oversee or watch over and provide direction for someone or something. The aim of supervising is to ensure answerability for both the administrator or superintendent and subordinate covering conduct and control. When a person assumes management and administrative roles, they become a leading runner for a mentorship attachment with their group of workers. The guidance, knowledge and direction infused from such a mentor, in turn, become an avenue to improve teams' or employees' competencies, departmental responsibilities, innovation and career development as well as the means to motivate personnel (McNulty and Brewster 2017).

Hickman and Silva (2018) address supervising as an approach that seeks to support and improve the knowledge, competencies, and ideals of the supervisee. Supervision is a multiparty effort in which a worker, with the assistance of a supervisor, heeds to their patrons, with themselves as an integral element of their customer- consultant relations and the broader general environment. By doing so, this progresses the excellence of their workers, changes their client relations and constantly enhances themselves, their practice, and the wider organisation.

From the above, a good manager, director or administrator can strengthen the operations of their group or team by motivating their workers to perform better. They work with their group to ensure that they operate correctly to fulfil all corporate objectives. There is no doubt that supervisory skills take time and effort to develop, since very few individuals are born with instinctive leadership qualities (Crane *et al.* 2019). In an instance where leaders are deficient in supervisory skills, they can employ workers who are proficient in those skills or promote some workers from the internal work circle to support them with the required knowledge to pick up the pace of learning.

2.3.1.5 *Staffing* as a dynamic force to build upon the operations management in an organisation

Staffing is the leadership accountability of recruitment, collection, coaching, building, supporting and reimbursing the recruits (Engel and Finch 2015). Staffing, according to Friberg (2016), is the procedure of appointing and enlightening the recruits to occupy different positions in the organisation. Staffing incorporates estimating the number and type of personnel required, enrolling and developing them to maintain and enhance their competence and performance (Ohnstad and Solberg 2017).

Bányai, Landschützer and Bányai (2018) define staffing as the process of identifying, assessing, placing, developing and evaluating individuals at work. Work and service practices consist of several elements such as technical, financial, information and human resources. Personnel operation and staffing is a fundamental challenge in the personnel management field since the structure of organisations should always result in an ideal connection to the operations to be executed. According to the authors, work satisfaction, efficiency and optimism of the employee's increases when the right set of people are hired for an operation in the establishment.

Geng, Stevenson and Grabowski (2019) share a similar view with Bányai, Landschützer and Bányai (2018) with the description that staffing is a systematic way of retaining suitable applicants in a corporation to undertake definite positions. In an organisation, the influence of staffing is a function of appointing workers by assessing their competencies and expertise and then providing them with certain job responsibilities. For the reason that staffing inspires and ensures a good application of human resources, it ensures the continuity and the development of the organisation, through the development administrators. However, when an organisation experiences inadequate staffing, the employees of such establishment often feel a lack of control over their increase in work responsibilities. Such a disorganised situation results in poor job efficiency and can be harmful to the organisation, firm, or enterprise because the overburdened workers tend to feel unhappy and distressed from intense stress levels.

Christensen, Newton and Wilkins (2021) add that staffing is a key function of governance which necessitates that the work administrators are constantly involved in executing the operating role. The executive is actively linked to the hiring, selection, educating, and examining of the subordinates. Consequently, actions are initiated by the superiors, departmental heads and bosses concerning their

underlings. Because staffing is a task that is engaged in several forms of education or training of human resources, the managers must understand how to expend human relations skills to direct and train their workers. When the operating job is suitably completed, then human relations in the workplace will be hospitable and communally accomplished in an orderly approach (Christensen, Newton and Wilkins 2021).

The view of the aforementioned scholars has shown that resourceful staff management starts by employing the right people for vacancies. In the course of an interview, it is relevant for the interviewer to request prospective employees' questions about their relationship to the industry they wish to work for. In this manner, the manager or superior conducting the recruitment exercise will have a good knowledge of who is going to best act in the interests of the organisation among the possible candidates. Hence, employing useful, experienced workers will assist a business or an organisation to achieve a status of excellent goods and services (Griffin 2021). However, hiring erratic or ignorant workers may turn off clients and lead to businesses or organisations encountering losses. Workers who are well skilled and enthusiastic are more willing to do their tasks and serve the clients. The effect of this can result in better profits for the organisation, better customer satisfaction and continuous business patronage. Significantly, work executives' behaviour must be able to impact positive actions on others by coordinating resources such as knowledge, skills and experience to allow them to make clear choices that add good value to the lives of employees and their environment.

2.3.1.6 Understanding the pertinence of *coordinating* by work administrators in the purview of the working community environment

Valentine and Hollingworth (2015) state that *coordinating* is the absorption and union of the organised structure of people's efforts that provide unity of action towards the completion of a shared goal. It is a management function that certifies that distinct people, departments, or units operate in one accord. This function of management, according to the authors, oversees that all units or divisions work to promote efficiency as a unifying element to improve operations. The management of an institution attains success if it can ensure unity and consistency between different workers and their responsibilities. The lack of coordinating in a corporation can lessen productivity, confound

practices and slow down task implementation. To promote the strengths of the whole organisation, the work management must initiate the process that makes people accountable in an organisation. When this is done, it raises the sentiments of competency, the worker's dedication to working, additional intuition and invention, elevated operative's morale and gratification towards a job well done (Valentine and Hollingworth 2015).

Kraśnicka, Głód and Wronka-Pośpiech (2016) share a similar view with Valentine and Hollingworth (2015), that coordinating includes an organised form of team ventures. As coordination accentuates the unity of efforts, it uncovers, at each point in time, the approach under which various roles are presented in an establishment. This permits people to participate in the overall work process. In the authors' opinion, coordination ensures that personnel do not conduct cross-purpose labour as it combines both human and physical resources of the corporation. Consequently, there is less depletion of resources that help the organisation to operate optimally.

In the view of Drabek (2018), coordinating is the arrangement of a series of components of multiple actions that enables part, unit or body to operate jointly and efficiently. Coordinating supports in linking many business operations such as marketing, sales, inventory management, warehouse and fulfilment of objectives. With coordination, people can organise business operations collectively to achieve the required productivity. However, if there is no interweaving of duties in the business operations then there will be an exhaustion of resources or an interruption in realising results.

Evidence from the scholars above describes coordinating as vital at all levels of organisation because, without coordination, people and divisions will miss the organisation's basic objectives and their role in that effort. Coordinating is a fusion of diverse parts into a union and, therefore, it is the binding component in the supervisory process that assists an establishment to work in unison or a department to work as a whole. Therefore, coordinating is an undertaking by the leaders to improve uniformity, or coherence of objectives, through organising. When an organisation lacks proper coordination, the effect decrease efficiency, muddles activities, and prolongs the completion of duties. To organise the hard work of the whole organisation and maintain

orderliness, the organisation needs an orderly combination of practice that generates accountability in all departments and at all levels (Rachman 2021).

2.3.1.7 Impact of *leading* as a tactic of supporting workplace efficiency in this modern era

If corporations consisted of just robots or engines which could execute ideas inevitably and with exactness, the only management functions of planning, organising and control would be needed to accomplish the goals of the organisation (Stahl and Brannen 2013). However, in the present world, , companies, businesses, the government, and corporations hire individuals to administer the monetary funds, physical possessions, and informative resources of the corporation. Therefore, to regulate individuals in the establishment, the executive and work administrators need to execute the task of leading by encouraging, supervising and guiding the workers about how to realise the organisation's objectives (Rosch, Collier and Zehr 2014).

From a managerial point of view, Glass and Cook (2016) describe *leading* as the method of motivating people to work spontaneously towards the accomplishment of corporate objectives. When performing the leading role, the administrators take the lead to link the difference between enunciating the strategies and the accomplishment of goals. The leaders transform strategies into reality. They do this by persuading subordinates and clients in the organisation, through communication, to create a conducting working community. According to the authors, the leadership styles can be divided into democratic leadership, autocratic leadership, bureaucratic leadership, transformational leadership, transactional leadership, laissez-faire leadership and strategic leadership. In a democratic form of leadership people who are not in the cadre of executives are free to partake in making decisions. This mode of leadership is extremely flexible in that the leaders have the final authority to decide from all the suggestions offered by the employees. Contrary to the democratic type of leadership, the autocratic form of leadership does not give other people the opportunity to make decisions; only the leaders are included. The leaders form an opinion without considering the perspectives of others. Under this leadership, people must observe the due protocol laid by the leaders to achieve the set targets; in addition, the leaders are entirely accountable for the outcome of the operation, whether good or bad. In this style of leadership, the leaders are infrequently seen within the work circle. Corresponding to autocratic

leadership is bureaucratic leadership. The only difference is that in a bureaucratic form, the heads may seek advice from their team on the matter, although the full authority to make the decisive rulings rests in the hands of leaders. In the case of transformational leadership, the superiors continuously seek to inquire of their personnel their mind-sets, stance, approach, and communal variations. The heads or superiors often prepare their workers to deal with precipitous changes against emergencies and challenging states. Transactional leadership is a guidance mode. In this leadership style, the superiors or heads acknowledge the efforts of their workers. They offer an incentive to the operatives for their good work. In the same vein, they may punish their workers for their bad conduct. Leaders who adopt a transactional type of leadership constantly make objectives evident by enlightening the workers on each step in the journey to success. They provide guidelines and directives about the subsequent task to be undertaken. Laissez-faire leadership permits the team members or subordinates the liberty to freely discover themselves and make their own decisions. This mode of leadership approach enhances the worker's optimism but occasionally may produce an incorrect outcome. Lastly, there is strategic leadership. This is a method of leadership under which the senior management of the organisation set up strategies and ideals for the well-being of the corporation. Here, top management is responsible for playing a key role in making decisions. All the guides to good leadership should lead toward good outcomes. However, disputes amongst administrators and personnel may lead to controversies that consume time and lessen efficiency. In the authors' opinion, leaders must possess exceptional public competencies if they are to adjust their styles of leadership to suit the behaviours of several workers (Glass and Cook 2016).

The activities performed by work executives, managers or administrators in the organisation will say more about whether the business will thrive or fail. The proficiency of the executives must be proven to inspire trust in people's beliefs and within which they comply with their judgement. Work administrators, managers, and other health care representatives must be strongly stimulated with the management principles of planning, organising, controlling, supervising, staffing, coordinating and leading. Imbibing these management principles as the work culture, if they are successfully administered into the work operations, can boost efficiency, reduce the waste of resources, time resources, human resources, and financial resources, and drive sustainable performance. For that purpose, all those principles must be developed, not only in the executives

but also the operatives, to certify that every resource produces the best-preferred result that is incorporated to achieve the dream and goals of the organisation.

2.3.2 Operations Management

A corporation converts ideas generated from the environment into productivities (Peng and Lai 2012). Operations that work are such where an organization targets implementing the change management method. A change management methodology is an approach a company can use to tailor a change management style to its particular needs. Companies implementing change internally and externally may prepare tactics for supporting employees through the transition and collecting analytics to determine how successful a change management methodology is after implementation. To implement change properly, most companies organize, plan and structure how the change may affect current processes to minimize any challenges to workflow and productivity. Laguador (2013) notes that the practical role of management relates directly to formulating products and offering essential services that can accomplish the goals of the organisation. For this reason, effective governance of operational responsibilities commits to the idea to convert resources, such as workforces and materials, to lucrative business products (Benzarti, Sahin and Dallery 2013).

Battistoni *et al.* (2013: 5) opine that OM is the ideal formulation of strategy under which the affairs of an organisation are directed and practised, yielding maximum output. It is a management aspect concerned with planning, organising, supervising, and controlling the process of production to ensure that business operations produce efficient goods and services. The efficiency and ability of operations managers and administrators ensure that wastage of materials, energy, efforts, money, and time are prevented. It is a responsibility to see to the fact that excellence is reached through the cost-effective use of resources and value for money realised while acceding to customers' requests.

Furthermore, Kemunto (2016: 3) posits operations management as the application of policies that are directed to the needs of customers and their satisfaction, based on the information acquired from them to form decisions and create new and improved goods and services. According to Kemunto (2016), OM seeks to create quality in terms of goods and services and the process that

recurrently improves efforts that reduce inaccuracies, deficiencies, or unwarranted surpluses. The author suggests that the decisions made by Operations Management reform the methods that implement transformational roles in order to enhance customer value.

Likewise, Kozjek *et al.* (2018: 209) describe Operations Management as the rational way of making higher earnings in business operations. The daily restructurings made in boosting the efficiency of operations must be in support of the company's strategic goals. Additionally, a good manager must be capable of performing the basic functions of the management process which consist of planning, staffing, supervising, organising, leading, and controlling. The application of these standard practices is what makes decision-making in the Operations Management function effectively. A manager can find the bottleneck of operations in the system and improve on them by developing a creative method for achieving productivity. This can be done by the readiness of a manager to take responsibility by receiving ideas from the employees and managing their passions, studying the trend of improvement in the company's productivity, re-evaluating the manner through which work is done, and obtaining support from the top management.

de Sousa Jabbour *et al.* (2019: 1525) conclude that Operations Management as a system incorporates the central core of the management function of planning, organising and, coordinating, inclusive of control of the whole spectrum of activities within the organisation. Due to its nature, it involves the managing of people, equipment, technology, information, as well as many other resources that can aid the creation of goods and services. In other words, Operations management implements effort by changing the input of raw materials into finished goods. Examples of this are human resources, such as workers, staff, and managers; facilities and processes, such as buildings and equipment; and include materials, technology, and information. The revamping part of operations management is what makes it function as the engine room in the organisation. For this reason, it is dependably liable for many decisions and undertakings by managers to contribute to the development of product design and delivery (de Sousa Jabbour *et al.* 2019: 1527).

In light of the above, evidence from the afore-mentioned authors has proven that well- performing Operations Management requires diverse abilities for the proper execution of actions and processes. Therefore, to manage the basics of daily work or operations, the work executives, managers, administrators, and health care representatives must be proficient in knowledge, experience, and deed. This is to enable them to run the affairs of their administration by absorbing the management functions of *planning, organising, controlling, supervising, staffing, coordinating and leading* into the unit they represent, whereby people and resources are adequately managed. Additionally, as Zepeda, Bengtson and Parylo (2012) state, work superintendents and managers must possess deep and broad managerial knowledge of planning. Such understanding is a mixture of the following different types of planning:

2.3.2.1 Operational planning

Yuldoshev, Tursunov and Qozoqov (2018) note that this type of planning normally defines the day-to-day operation of the corporation. Operational plans are often referred to as ongoing plans and these types of plans are created for events and activities. Operational plans include strategies employed for approaching problems, rules for specific regulations and procedures for a step-by-step process for solving particular objectives. The making of such a plan enhances not only improved production; it reduces time loss, resources, and workforces. It also boosts the competence and viability of the work. Above all, it assists in achieving operational effectiveness.

2.3.2.2 Strategic planning

Tarigan and Siagian (2021) describe strategic planning as the process of establishing specific corporate approaches, their implementation, and assessing the outcome of the implemented plan, concerning the company's total long-term objectives or aspirations. Furthermore, it is an idea that concentrates on incorporating different departments, examples of which are human resources, marketing, accounting, IT, finance, and security units in a working system to realise tactical goals. Moreover, this type of planning exposes why certain effects must take place. It begins at the top level with identifying a goal and converting a dream into reality. This type of planning ensures that the organization's plans are realistic rather than impractical (AlQershi 2021).

2.3.2.3 Tactical planning

Tactical planning, in the view of Dumetz *et al.* (2021), enhances strategic planning. It is a mode of planning which expresses the strategies that the organisation projects to accomplish what is drawn up in the strategic plan. The range of tactical plans is frequently under one year and breaks down the strategic plan into operational sizes. This approach of planning considers exhaustive questions about what should be done to achieve strategic goals.

2.3.2.4 Contingency planning

Contingency planning, according to Persson and Granberg (2021), is made whenever something unforeseen occurs or when something should be transformed. Corporate professionals, at times, perceive this planning as a unique mode of forecasting to be useful in a circumstance that calls for a change. Managers need to foresee changes at the time when they are taking part in any of the fundamental types of planning. Contingency planning is vital for circumstances which may or may not happen. In this regard, as the corporate world becomes more complex, contingency planning becomes increasingly important to be prepared for any eventuality.

2.4 Concluding summary

Operations management is a practice which, in general, schemes, controls and supervises procedures and service delivery. Managing operations well in workplaces is needed to ensure the ongoing life of a business. To thrive as a corporation or an establishment, work services must be presented in operative, conventional, trustworthy, and patron-responsive conduct. Work administrators can maintain effective workplace management through planning, organising, controlling, supervising, staffing, coordinating and leading. When operations are effectively and efficiently managed, the outcome of the invested effort improves the revenue of the firm and decreases the costs of offering the services. To be an effective operations management expert, administrators and their operatives should be able to comprehend fully practices that are essential about what a company is doing and enable them to run and operate flawlessly. This they should be able to undertake by offering high-quality service with promptness, trustworthiness, and adaptability.

The next chapter presents an analysis of related literature on corporate governance.

CHAPTER THREE

CORPORATE GOVERNANCE

3.1 Introduction

The coverage of this chapter centred on how healthcare administrators through improved qualities can promote and ensure the smooth running of operations that can guarantee effective corporate governance in the public health sector in KwaZulu-Natal. The critical aspects of corporate governance are addressed and how the practices can ensure good reformation or restructuring in the health sector. The reason is because in today's corporate world, organisations have started to give prominence to the rights and responsibilities of central agents such as government, employees, investors, tax authorities, competitors and executives that constitute the corporate world. The success of an organisation hinges on how it is directed and that is why good governance is essentially about effective leadership (Belloc 2012). Successful leadership, as observed by Sunder (2013), is typified by the moral ideals of responsibility, accountability, fairness and transparency. This is envisaged by the leaders to administer business programmes and operations to achieve viable economic, social, and environmental accomplishments. Similarly, Homburg, Stierl and Bornemann (2013) note that the emergence of change within and outside the business environment has necessitated the upgrade of the approach by which corporate entities administer their operational affairs.

A different viewpoint from scholars has been used to connote corporate governance. Osei (2014) defines corporate governance as an approach by which corporations are administered and organised. According to Osei (2014), the primary aim of structuring corporate governance by many establishments is to attain the corporate visions that promote respectable value standards where people's decisions and judgements are treasured, based on the fairness, transparency and accountability they deserve. The author suggests that corporations can accomplish their strategic objectives if they are visibly defined. Additionally, success can be attained by employing competent hands possessing a wide range of skills, in-depth experience and knowledge. Furthermore, the core function of an organisation can be effective where the committee principally embarks on oversight, and fiduciary, strategic and legal obligations. Lastly, by allowing employees

to practise what they learnt regarding fulfilling social responsibility without much supervision, the management can enable staff to determine their level of competence and adjust where skills are deficient (Osei 2014).

In the opinion of Majeed, Aziz and Saleem (2015), corporate governance is a means by which a corporation regulates itself in terms of policy, procedures and processes. Due to business scandals characterised by the effect of the misappropriation of resources, idleness and favouritism, people these days have begun to mount pressure on corporations for their negligence and place demands on the extent to which corporate leaders can continue capitalising on shareholders' profit. Equally, incorporating corporate governance into an institution often involves an action plan to put performance measurement and corporate disclosure into activation, where the operative style can provide long-term execution for the company. According to the authors, a negligent approach to corporate governance can cast doubt about a company's reliability, accountability, integrity, and transparency, the effect of which can bring indefinable consequences to the reputable image of an establishment.

Jaimes-Valdez, Jacobo-Hernandez and Ochoa-Jimenez (2017) agree that corporate governance represents a system or progression that authenticates the assets and resources of the corporation. Moreover, it can be referred to as the method of maintaining constancy in power that influences conduct and behaviour in the direction and control of organisational structures, along with the decision-making process, as it pertains to the collective activities, especially when protecting people's rights in a transparent form. In the same vein, it can otherwise be deemed to embody the environment, where the rules of law and risk management are placed on the standard of control within which the internal structure and operations of the firm are overseen, to build trust and moral values. For organisations to have the chance of being acknowledged and impact positively on society, they need to be transparent and accountable for their activities (Jaimes-Valdez, Jacobo-Hernandez and Ochoa-Jimenez 2017: 166).

Goel (2018) concludes that corporate governance is a methodical approach that enables a firm to make better quality decisions in a controllable way that offers an improved service to the society

or environment. Corporate governance goes beyond accountability because it structures relationships that control the corporation's bearing and performance. It stimulates the efficiency of business structures and creates the extension of services towards social and environmental responsibility. Sustainable, effective corporate governance increases confidence in a firm and creates an ethical environment that allows room for returns on investment. It also guarantees the extent to which a corporation can responsibly submit to rules towards society and the environment. The author also found that a lack of transparency and poor disclosure of procedures lessen the value of corporate governance.

The above discussion demonstrates that corporate governance forms a fundamental basis for corporations to excel in their work endeavour. For the health sector and corporate organisations to function efficiently, the health units and health representatives must embrace transparency, fairness, accountability, teamwork, integrity, and risk management as an entity.

3.2 Transparency as an architect of workplace improvement

It is advantageous for corporations or their tasks to be believed as socially dependable and that is precisely why no firm wants to have their standing to be socially imprudent (Tims, Bakker and Derks 2013). Vernon (2014) notes that some patrons have a preference for socially reliable goods and services, and personnel progressively wish to serve businesses with a transparent status. In the opinion of Visnjic, Wiengarten and Neely (2015), operating in a transparent environment helps the workers feel regarded and the effect of this creates fairness where activities, events and people are treated with parity. Transparency has a variety of interpretations:

Transparency, according to Christensen and Cornelissen (2015), is about gaining the trust of people by truthfully having open communication with them. Transparency signifies openness, communication, and accountability. Business operations are more effective when management are transparent with their workers. Likewise, when workers believe that their superiors or co-workers are the types with whom they can freely communicate to express their views, thought or opinions, they feel satisfied and productive. Openness, as the product of transparency, not only fosters workers' engagement but also makes the workplace culture wax stronger and improve creativity among the workers.

Lyon (2016) shares a similar idea with Christensen and Cornelissen (2015) in describing transparency as an approach of providing facts genuinely in a bid for the benefit of the organisation and its staff. This suggests the administrators or work managers voice corporate information to the whole team, or specific colleagues, to relay views with one another. Information relayed may go beyond or encompass what the organisation transmits to the employees. Even when the subordinates are unable to state when their management is more open about the firm's operation, this does not insinuate that subordinates are not important to the organisation. For the reason that transparency involves every person in the business, it demands a joint undertaking to promote and sustain its values explicitly when it requires creating restrictions and controlling prospects.

If organisational objectives are to promote productive communication, people (employees, working colleagues, managers, or executives) must understand what is expected from them. A way to ensure precision in communication is to make it detailed. Lyon (2016) suggests that superiors should make their communications simple for others to decode, to avoid varying interpretations of the idea.

In the opinion of Sobering (2019), *transparency* is a competency that demands individuals to be truthful and reliable operatives. The value of transparency enables people to interrelate with one another about work obligations and accountabilities. When absorbing transparency as a culture of working and living, people can reasonably reveal what they feel, believe and respect. With transparency, they can develop job relationships and establish their determination to be honest with other people. However, where transparency is limited, there ceases to be responsibility, confidence, or hope. When employees perceive that their advisors, managers, or executives are no longer transparent, they feel uneasy to work as the scenario tends to make them unsafe in their work positions. As a result, people begin to imitate their leadership's conduct by concealing what they trust and think.

The opinions of the scholars above show that workplace transparency is one of the key factors that give employees working confidence and satisfaction. To make people (employees and clients) feel most freely engaged with the organisation's activities, leaders must make accountability

unswervingly open and update their workforce regularly. They must endeavour to communicate with teams or workers about the strategies planned to improve the organisation. In addition, work leaders must be fair in decision-making and break away from stockpiling information which can stir up severe issues, specifically where retentive-termed workers possess much operational knowledge. By being transparent, workforces will be able to work in partnership and solve organisational crises more effectively.

3.3 Importance of fairness in workplaces

People in workplaces desire to be treated fairly and because of its importance, it forms the part of managerial correctness which gives regard to both procedures and results in neutrality and objectivity (Granados and Gupta 2013).

Durante, Putterman and Van der Weele (2014) regard fairness as the archetype of behaviours, procedures, and implications of what are ethically upright and impartial. In addition, fairness performs the task of presenting ethical standards for taking decisions, particularly in issues relating to people. Fairness assesses moral behaviour and people's conformity to ethical guidelines. Individuals who have confidence in fairness embrace it to create an ambience that relinquishes deception, and grants fairness an opportunity to thrive.

Kaura, Prasad and Sharma (2015) interpret fairness as a rational and equitable manner of conduct, without charge of any nepotism or prejudice that gives concern to professions or business, events, procedures, understanding, and respect for morally straight, honest, and acceptable behaviour. Fairness further encourages coherence, friendliness, and feelings of equality between associates. Managers or supervisors who apply fairness grasp the virtues and abilities of their colleagues and input to engage them. They make efforts to gain insight from as many people as they can. Factors such as shared respect, good human relationships and sincere interaction support fair treatment in the workplace. When workers observe that they are not fairly considered they have a poor attitude towards work because of a lack of motivation. This, in turn, may result in lower productivity, a negative correlation among the workers, unethical attitudes, and destructive practices (Kaura, Prasad and Sharma 2015).

According to McFadden, Mallett and Leiter (2018), there is no opportunity for scepticism in a leader when executing supervisory practices or addressing associates. A fair leader is the type who cares for people they encounter with respect and fairness. Respecting and dealing with people fairly and honestly is paramount as key necessities for management success. However, managers must understand that nothing destroys trustworthiness quicker than where people are treated with preference or treated on an erratic basis. When leaders treat their workers fairly, they concentrate on overcoming the trials they aim to solve. Employees feel esteemed, protected, and have trust in their leaders.

These attributes demonstrate that leaders exhibit fairness by maintaining acceptable standards of accountability in their responses. They seek support from individuals and groups by striving to build the best communally active results. They deal with people with no bigotry. To be fair in all responses, they must practice what they preach if they are to be accountable (Romzek and Dubnick 2018).

3.4 Principle of accountability as means of attaining effective leadership

Suter and Mallinson (2015) define *accountability* as the system by which power, influence and responsibilities are put into place. Accountability implies that persons with influence and obligations will provide details about the task and authenticate results to people or superiors in the chain of power. For an establishment to operate remarkably well, each operative must understand his or her designation, duties, and obligations, as well as what he or she is responsible for, and assume the liability and power for executing the functions.

Painter-Morland and Deslandes (2017) view accountability as the assessment of how competent people can fulfil their obligations. Leaders are answerable for everything that takes place in their units, districts, or organisations. They can delegate power and tasks but are not in a position of consenting to their accountability. Painter-Morland and Deslandes (2017) note that when leaders take accountability, they are ready to be responsible for the outcomes of their decisions, performances, and their attitudes in every state in which they are engaged. Accountable leaders,

according to Painter-Morland and Deslandes (2017), do not condemn people when events fail; instead, they set things right and fix mistakes.

Liu and Lin (2018) note that, without proper accountability, the most meticulous and well envisioned leader regresses. They break their performance ambitions, fail to improve their co-workers, fail to recruit the most competent, fail to educate their staff, or speak openly, or boost performance, and fail in the overall business. Active governance demands sincere culpability. Work leaders and administrators can improve their accountability by being honest with themselves. Honest rulers come to be accountable by revising their specific responsibility in each circumstance and formulating a logical decision to settle problems, controversies, questions and encounters, realistically and legitimately (Liu and Lin 2018).

Corley (2020) concludes by describing accountable leaders as innovators. They do not defer issues and do not over- or under- obligate themselves. They understand when to decline or accept an offer, or undertake more tasks, as well as the required duration to complete tasks and projects. In this regard, they can provide their guarantee that they will not allow pledged responsibilities to go unfinished.

Accountability makes an operational change. Even though it is a contest for nearly all the leaders, this is more the reason why many establishments often devote extra means to develop and make their leaders accountable. Accountability involves struggling, realization, exertion, the assurance of success, and continuous self-refinement. It promotes trust among the team and nurtures a good quality of working relationships between leaders and employees (Overman and Schillemans 2021).

3.5 Governance teamwork and responsibility

Chuang, Jackson and Jiang (2016) observe that *teamwork* is progressively becoming a vital skill necessary to have in a workplace. As a result of this demand, employers seek people who can function resourcefully and contribute positively to their establishment.

Due to the considerable impact of teamwork, Dinh and Salas (2017) view it as the joint force invested by people who work together to accomplish a shared goal. They execute a task most enthusiastically and helpfully with the competencies of trust, tolerance, and self-awareness. The cornerstone of any good relationship is trust. The trust value empowers teammates to perform optimally without doubting one another. Trust grows with time when people get to know one another after finding proof that they can rely on each other. To build up trust in the teams, the establishment must hold colleagues accountable for the set goals and ensure that reporting progress is provided by them. The essence of holding co-workers or personnel accountable is to promote better working relationships, increase job satisfaction, and help teams work better together. The value of tolerance enables colleagues to cooperate with one another. This expressly happens where the team members hail from a different ethnic background. Their morals, viewpoints and modes of communication may vary from one another and that is why colleagues must be able to tolerate their diversity. Without tolerance, one would try to inflict their beliefs and thoughts on others, and this complicates their ability to collaborate. Self-awareness grants colleagues the chance to personally identify their emotions and worries so that they can express them in a better way. In teamwork, everybody is influenced by one another. To obtain the desired outcome, team member need to understand their role to play in their group dynamic forces (Dinh and Salas 2017).

Reeves, Xyrichis and Zwarenstein (2018) concur that teamwork hinges on the qualities of the team members and the management approach of the leaders. Cooperation and brainstorming are great tools for the members to trade ideas and plot practical methods of getting things done. Through collaboration, the group members can discover the strategies that are perfect for resolving challenging matters. According to Reeves, Xyrichis and Zwarenstein (2018), having reciprocated regard, conventional and united goals, transparent communication and tolerance, can help to make a productive team.

Schmutz, Meier and Manser (2019) conclude that success is incomplete without the help of a team or co-workers. The amalgamation of strong governance, interaction, and access to essential resources promote positive teamwork. This amounts to finding individuals who know one another and can exercise a joint effort to execute tasks together. Productive teams tend to be

effective because they are more than a group of entities that works together. Their bonds, their focus, mode of operation and cooperation imply that they become greater than the number of its units. According to the authors, teamwork creates multiple moments where team members can educate one another to improve on skills and strengths in time. This benefit makes it safer to assign people into various roles as the range of a project permits (Schmutz, Meier and Manser 2019).

From the views of the above scholars, teamwork nurtures creativity and innovation. It combines similar strengths, assists the team to develop confidence and supports greater coordination in the workplace. It shapes and develops trust and validates people's behaviours. To achieve greater success, working colleagues must communicate clearly about what the vision or purpose is or needs to be, to avoid misrepresentation of ideas if people are to act with integrity.

3.6 The implication of the value of integrity in business

Fryling, Wallace and Yassine (2012) note that *integrity* in a corporate world is about improving a business's sustainability, effectiveness, and permanence by matching feasible objectives with truthful and transparent leadership in running a business. In the opinion of Raghava (2014), a business's behaviour is an indicator of its integrity and this behaviour is structured by a business's core values or ethics exerted in the workplace, viable skills in gaining proceeds, and the valuation and management of risk. Likewise, it is the consideration of the environments and the shareholders on which business trusts for its existence. The value of integrity in individuals makes them place the best pursuits for the organisation over their interests at the risk or expense of their reputation. A person of integrity has the courage to take considerable ethical action when required, in the best interests of his or her company. However, misconceptions or lack of awareness of integrity may critically cause harm to the company as a lack of it can lead to cynicism; the effect of this can result in making people have suspicion, doubt, and disbelief in the value of a company (Raghava 2014).

Engelbrecht, Heine and Mahembe (2017) posit integrity as the act of sincerity and displaying a coherent, inflexible accession to good ethical ideals. Integrity can further be considered as the honesty and truthfulness, or precision of a person's actions. Working with integrity sustains a free and constructive work environment. It enables sound decisions to be made. Not only is workplace

integrity helpful to organisations, trades, or businesses, it is also valuable to individuals because it increases their self-confidence.

Elsbach and Stigliani (2018) observe integrity under the fold of individual and corporate phases. In the individual phase, integrity is about the behaviour of the person. It represents the unique qualities of a person that are unfailingly thoughtful, empathetic, transparent, trustworthy and fair. The quality of trust is intimately connected with integrity. At a corporate phase, integrity is a reference to the ethos, guidelines, and governance of the company. A value of integrity must begin with the superior and be observed in the behaviour and the dealings of the administrators. Governance on the part of the corporation must build an agreement across the shared values. The expansion of shared values develops a competent working environment, conducive to success. It reinforces individual skill, corporate trustworthiness, and moral conduct. Integrity promotes cooperation, business pride and compromise. Businesses or establishments that have these values outshine their rivals from the perspective of proceeds development, employment formation, share price and productivity. In the view of Elsbach and Stigliani (2018), establishments with a high level of integrity are typified as bodies that are cooperative, positive, resourceful, transparent, with elevated operative confidence, recognised client loyalty, and competent relationships. They develop teams as well as establish value.

Most corporate entities realise that managing operations involves a certain level of risk and one of the keys to making sure that a business develops, is to build strength that can recognise, evaluate, and manage risks in a cautious manner is by integrity. The value of integrity engenders a conducive working environment. It influences the state of corporate governance and offers a basis for strong, protracted corporate operation. For the corporate entities to successfully operate and direct their activities on the basis of integrity, it is pertinent that they act with honesty, honour, truthfulness, transparency, and confidence. This is to enable them to gain a reliable reputation that people can trust.

3.7 Need for Risk management

Risk management, according to Giannakis and Papadopoulos (2016), is a system of recognising the most probable threats in the workplace, as well as identifying what strategies are appropriate to relieve them. Managing operations may come with the risk that can trigger severe damage, be

harmful to manage and can take time to fix. These threats may incorporate conflagrations, records infringements, invasion or interference, robbery, and many more incidents that can put the lives of individuals and property in danger. Regardless of the risks contained in task execution, work managers and executives can anticipate and devise plans to fight risks. When risk turns into certainty, a cautious organisation can curtail the effect of wasted time, productivity, and adverse influence on regular activities through strategic business planning (Giannakis and Papadopoulos 2016).

Kırılmaz and Erol (2017) share a similar view with Giannakis and Papadopoulos (2016) and note that risk management contains recognition, assessment, and reaction to the threat issues which make up part of the business's life. Active risk management implies making an effort to manage, as far as possible, potential causes by acting on a precautionary basis instead of being intolerant to mitigate the chance of the risk arising and its likely influence. Organisations can structure their risk management approach to perform more than just highlighting the prevailing risk. A valuable risk management structure should be able to identify possible risks and forecast their effect on business operations. Accordingly, the outcome selected depends on acknowledging risks or refusing them. Acknowledging the risks or the refusal thereof is reliant on the patience levels that a corporation has to define for itself. If an organisation establishes risk management as an orderly and uninterrupted method to recognise and mitigate risks, then the risk management structures can be applied to maintain other threat alleviation techniques. They comprise planning, coordinating, cost management and making provisions. Applying these, as a case in point, an organisation will not suffer many shocks, because the emphasis is on preventive risk management (Kırılmaz and Erol 2017).

MacAskill (2019) argues to support Kırılmaz and Erol (2017) by observing that every organisation, irrespective of their size, encounters risks. To many people, risks can be inescapable to attain success. Hence, managing it is not to remove all its elements but to lessen the prospective adversity. By cooperating with risk managers, personnel and teams can gain insight into how to make intelligent decisions that can enhance the risk of reward. With the knowledge gained, employees can curtail the possibility and gravity of the possible project risks by recognising them earlier. In this case, they can plan for the possibility and develop project outcomes.

From the above scholar's point of view, corporate or work operations, generally, are susceptible to contending with risks that could affect their continued existence and development. Consequently, it is essential for people in the organisation and workplace to understand the basic standards of risk management and how they can be employed to help alleviate the effects of risks on corporate bodies. With excellent planning, communication, dedication and coordination, work administrators and business executives, along with their employees, can lighten the impact of risk that can be hazardous to their establishments.

3.8 Concluding summary

The effects of good corporate governance cannot be understated, and the evolution of linked plans which are implementable regularly is also important. Corporate governance determines how an operation is controlled and teaches the principles and guidelines that aid to sustain the coherency of an organisation. Because of the significance of corporate governance, it has become the basis of all good corporate establishments and companies. It covers practices, traditions, and procedures that a firm, business or corporation bank on to establish official decisions and to operate a company.

Initiating good corporate governance assists an institution to manage risks and lessen the openings for abuse or mismanagement of resources (time, materials, and human resources). Corporate governance further defines the civil rights and obligations of every working representative in an establishment. It brings together talents of like minds and industrial wealth. It promotes core competence and presents economic value to the investors in the long term. In addition, it subsists to hold an institution accountable while assisting it to avoid economic, lawful, and ethical and moral hazards.

The key role of corporate governance is made richly transparent by explicit benefits seen when a good structure is in place. It exposes the operational relationships that occur between the corporation or firm's stockholders, administration teams, the board of directors, and other vital backers. A dynamic and effective corporate governance helps to nurture a corporate value of

integrity, which leads to a productive operation and a resilient business as a whole. Basically, corporate governance enhances the accountability of all people and teams in an institution, who work together to prevent mistakes before they can happen. When an establishment possesses strong corporate governance, it suggests to the public that the establishment is highly managed and that the projected interest of governance is associated with external stakeholders. As a result, it gives the company a strong competitive advantage.

Furthermore, when corporate governance becomes visible for positive changes, the risks are regulated, and the structural systems are simplified and steady. Organisations can then see the direct advantages of it because, due to the recurrence and uniformity of the tasks carried out, it promotes effective work processes and helps to swiftly recognise the discrepancies in processes. When responsibilities are restructured, an establishment can separate the wheat from the chaff, revise, as well as obviate any further costly mistakes. Frequent interruptions from conflicting processes are eradicated, as operation facts turn out to be either 'compliance' or 'non-acquiescence'. Effective corporate governance can help in building a climate of trust, transparency, fairness, and accountability necessary for furthering long-term investing, economic solidity, and corporate integrity. It can, as well, provide support for stronger development and more wide-ranging societies. When corporate governance is exerted with complete transparency, the public will feel that the company can be trusted, ultimately helping the company's reputation to grow. Since corporate governance has gained its place as a key implement to the management and development of establishments, it will continue to flourish in significance as time progresses. It is pertinent, therefore, that corporations, businesses, and organisations should take steps to increase the quality of their governance systems to improve the function of the business.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 Introduction

This chapter provides detailed information about the methodology used to conduct this study. The selected research design is justified by the reasons given for opting for it. The sampling method applied is described in detail in this chapter as well as the target population. The research tool that is used to accumulate information is presented here, in addition to the explanation for selecting such an instrument.

4.2 Rationale for the study

The rationale for this study takes the premise that, despite the established and promulgated rules of conduct, moral and ethical standards in the workplace are deteriorating, especially in ensuring effective corporate governance in the Health Department. The effect of this can be characterised by traits such as exploitation, indolence, and greed of many people at workplaces. As a result, this has opened a line of questioning in relation to the operations management skills of work administrators, regardless of the authority of their power and guidance. Even though the government of South Africa continuously gives support (financial grants and orientations) to brace up the capacity of the health sector in all ramifications at national, provincial and local levels, nonetheless, the health sectors still have not credibly contributed to community growth and expansion, which makes them lag behind in the area of their services (Mosime, Reddy and Karodia 2016: 151).

4.3 Research Design

Research design, according to Albaum and Smith (2012), can be referred to as an outline that discloses the planned approach to be employed to carry out the analysis of the study. It is a strategy used by the researcher to address the research problem through the integration of several aspects in a consistent way. Research design enunciates the techniques used to collect data, answer the statements, and address objectives that direct the study. In research, there are different types of

research designs such as descriptive, exploratory, correlation, and survey, as well as explanatory designs.

This study aims to uncover the influence of the practice of Operations Management on the manner of corporate governance within the KwaZulu-Natal Public Health Sector. To describe the variables of the study, a descriptive design was selected for this research because it outlines the qualities of active facts with the aim of finding solutions to the questions concerning the research problem (Jayanti 2019). The design was likewise quantitative because information was extracted through questionnaires and was assessed using quantitative instruments.

4.4 Research Philosophy

The basic concept which illuminates the relationship between the practicality and quest of knowledge about this research can be reviewed under two viewpoints (Usher and Jackson 2019). These are quantitative or positivism and qualitative or phenomenology. These concepts are discussed below.

4.4.1 Phenomenology

 Flynn and Korcuska (2018) view phenomenology as the methods that focus on the respondents to elicit the required information on the matter being studied by the investigator, based on their opinions and understanding, predominantly on phenomenological subjects using a descriptive method to gain deep knowledge about the reason for which an event or occurrence emerged. This type of study takes time, and this is all the more reason why it requires the joint participation of the surveyor and respondents. Due to the description approach of the study, it is crucial that the investigator makes use of devices such as books, sketches, and photographic materials to clarify explanations and document the opinion of the respondents, and thus to amass the quality data, to prevent the loss of critical knowledge. Moreover, this method of research stresses the collective thoughts of the respondents to deduce the necessary information (Greening 2019). The qualitative form of this examination makes it difficult to evaluate information in a statistical form. The ways of carrying out qualitative research include a case study, action research, grounded research, and ethnography.

4.4.1.1 Case Study

Ridder (2017) views a case study as a method that presents to an investigator a chance to perceive data on true living situations, particularly on intricate matters that deserve comprehensive consideration. Typically, the implementation of a case study lies with knowledge analysis that can make use of restricted segments of the organisation or specific areas of study. Regardless of the situation into which a case study is drawn, it must show components that contain truths or corroboration of significates assertions. The outcome of the survey may limit the overview of the evidence when a larger sample of population is used. In spite of this, a case study provides an understanding that broadly illuminates the characteristics of the subject under study (Roberts, Dowell and Nie 2019).

4.4.1.2 Action Research

Bradbury (2015) defines action research as a method applied by the investigator to examine the root cause of an issue experienced by a person or organisations, ultimately to bring changes that will propagate solutions that will sprout development in the participants, with the resources to solve similar situations when such events may occur in the future. During the research, the researcher handles the problem of the study by means of cooperative and shared system problem-solving to obtain profound information about the condition that led to the research (Ozer 2017).

Essentially, action research is demonstrated by the prospect of placing the observed object in a form that permits recurrence in a cyclical pattern. It provides a basis upon which the discoveries from the prior analysis are reviewed and the same results are discovered (Niemi 2019).

4.4.1.3 Grounded Theory

Noble and Mitchell (2016) view grounded theory (GT) as a research process that permits the researcher to accumulate and evaluate data by using inductive and deductive reasoning by which a theory is established. It is a methodology that bridges the difference between the theory and an empirical study (Ivey 2017). For the reason that grounded theory is not descriptive, it does not permit statistical representation of figures (Charmaz and Belgrave 2019). When obtaining the

data, an investigator has a broader range to gain access to larger quantities of information from different channels such as field memos, conferences and seminars, the Web, and so on. On this basis, an encrypting system is established to help the projected work, which can take the shape of open, axial, or selective coding. What is important is that the researcher acts objectively to avoid bias, from the data collection stage to the point of analysis, in order to generate an honest result (Chun Tie, Birks and Francis 2019).

4.4.1.4 Ethnography

Baskerville and Myers (2015) posit ethnography as an investigation performed on the collective way of living of groups, associations, or societies of people to recognise variations in the performance as they pertain to their traits, customs and social practices in a particular environmental region. This method of survey needs an ethnographer to engage an open participation, interface and socialise with the observed people to examine their regular events (Morse 2016). This participation is to allow the researcher to come into contact with people who can supply extensive information that can facilitate conducting effective research work. Even though this method of survey can be time demanding, it is apposite that the investigator applies mechanical tools for documentation to have a clear insight of information relayed by the respondents during the course of interviews (Tummons 2017).

4.4.2 Positivism

Job and Schneider (2014) opine positivism, or the quantitative research method, as a process that permits the investigator to establish a reasonable approach to give explanation to any theory, assumption, or variable under observation. Positivism respects the opinion that only information acquired by observation, including quantifying, is reliable. In this approach, the researcher and the respondents are involved in an interview in which examination is positioned to collect needed data on which the testing is done to draw assumptions (Green 2017). The Positivism procedure expressly grants a researcher the opportunity to base evaluation on large quantities of components of study through an objective process. Moreover, the investigator can draw inferences about the accumulated data realised by submitting the subsection of the population to analysis via statistical analysis. Significantly, the questions must be well conveyed in written and oral ways to prevent misunderstandings. This is to ensure transparency of purposes for which the respondents make the necessary provision of data without any preference. To put this method of assessment into use, various

methods can be employed to make it workable. These are personal interviews, observation, and the experimental method.

4.4.2.1 Personal Interview

Glucksman (2017) describes the personal interview as a procedure of survey that encompasses the researcher engaging in personal contact or meetings with the respondents on a one-on-one basis for conversations to acquire information that can enhance analytical examination. Often, in this type of survey, the interviewer can use devices such as audio recording instruments and camcorders to obtain data documented to prevent the loss of details. People differently adopt various means to conduct interviews. Examples of common techniques used for this kind of interview are telephone, emails and websites (Glucksman 2017).

4.4.2.2 Observation

Wang and Yu (2014) perceive the observation method of research as a direct method of subjecting individuals, items, units, or animals to an assessment while observing their stance, personality and conduct as evidence to draw conclusions from the discovered results. This method of survey prohibits the interface of the researcher with the subjects of the study. To certify that this survey provides a positive outcome, a cautious presentation of ideas about a study must be formed, and always documented, to produce valid proof (Spradley 2016). Additionally, where inspection is employed on the subjects under surveillance, a researcher may implement various procedures to gain necessary information, such as, formal and informal observation; hidden or open observation; explicit or implied observation. Regardless of the procedure implemented for obtaining data, the investigator must recognise the suitable procedure to apply and the justification for applying it, as long as such a procedure is applicable to present data from which to draw inferences (Mohajan 2018).

4.4.2.3 Experimental Method of Survey

Abbas and Khalil (2016)   describe experimental method of research as the scientific research method employed with the aim of controlling dependent variables to assess and modify changes

on the independent variable. This survey uses communication to monitor and obtain data that are to be tested through field survey or laboratory assessment. However, when adopting laboratory assessment, the researcher can influence or modify the variables to suit their needs. During the process of evaluation, the observed variable is studied for data generation to carry out the task at hand (Korsnes, Berker and Woods 2018). Because of the quantitative nature of this study, it permits the acquisition of data via questionnaires from which inference can be drawn. This method is valuable because it offers opportunity for a re-test using the same processes and the researcher can trust the inference drawn (Feely 2020).

4.5 Target Population

According to Sekaran and Bougie (2009), the target population is the whole sum of the people in focus, or the observed respondents, that can help in drawing inferences about the study. 259 respondents were targeted as the population of this study. This consists of all management teams in the provincial Department of Health head office, Management teams in the district offices in KZN and health officers. Data are collected at the Provincial Head Office, Districts and Health Care offices and Hospitals. The Covid-19 protocols were considered by keeping to the due processes that surround public gatherings. Respondents were instructed to use their nose cover or mask and sanitise their hands before taking and returning the questionnaires. They were also accorded the due respect they deserve to prevent them from becoming frustrated or discontinuing to participate in the study.

4.6 Sampling

Bougie and Sekaran (2019) describe a sample as a subgroup of the population under study. Sampling in research implies selecting a correct unit of analysis to be studied in the course of examination, such as the event, business, organisation or behaviour on which to form an opinion established from the obtained data.

4.7 Sampling Method

There are two wide-ranging sampling arrangements, probability and non-probability sampling. These are discussed below.

4.7.1 Probability Sampling

Etikan, Musa and Alkassim (2016) describe probability sampling as a sampling technique that gives the chance of selection to all the observed elements that form the population of the research. The underlying principles under this approach are the random and probability samples which can take distinct shapes. Examples of probability sampling include the simple random; systematic; stratified and cluster sampling methods.

4.7.1.1 Simple Random Sampling

Bryman and Bell (2015) view this method of selection as the simplest type that offers each variable of the population an equivalent opportunity of being examined. When adopting this style of sampling, the researcher makes use of various means of data accumulation, like data collected using internet or computer means or through human selection, where the person to execute data collection is blind- folded to avoid any possibility of unfairness in every single random sampling selected.

4.7.1.2 Systematic Sampling

Sreejesh (2014) describes the systematic sampling style as the classification of items to be tested in a certain outline prior to their selection for test or examination. This approach uses arithmetic progression to select the items to be appraised by ensuring constancy between any two chosen figures, and so on. For example, if blue pens are to be shared to the students in a row consisting of 10 people at the consistent gap of 2 and the chosen number begins from 2, the successive gap will be 4, 6, 8 and 10. This effect of this is that the following numbers are formed in an unswerving manner.

4.7.1.3 Stratified Sampling

This method of sampling can also be recognised as proportional random sampling because it agrees with the classification of the variables under study such gender, age, marital status and so

on (Saunders, Lewis and Thornhill 2012). In most cases, this technique is performed on sets of target groups expressly where a precise arithmetical outcome is obligatory.

4.7.1.4 Cluster Sampling

Sharma (2017) defines cluster sampling as a method adopted when a larger volume of numbers is to be evaluated, other than the outcome that a simple random sampling can generate. Samplings are divided into the classes where subsets of population are taken for simple random sampling from the whole number of the examined constructs (Alimohamadi and Sepandi 2019). Cluster sampling is commonly used to eliminate statistical miscalculations that can result from the use of the aggregate population, to ensure accuracy of data and to save time. For the purpose of this research, a probability study was employed to oversee that the health care operators in KwaZulu-Natal heath care centres had an equal chance of selection, while simple random sampling was used to choose the participants. Regarding this, 259 respondents, which consisted of health care officers and their operatives from diverse KwaZulu-Natal health care units, were chosen for the study.

4.7.2 Non-Probability Sampling Methods

Non-probability sampling method, in the view of Lyon (2015), is a qualitative method that does not offer chance of selection to the observed elements in the study. It is an approach of sampling that inhibits the assumption of randomisation in the process of data gathering required for the analysis. It deals entirely with the selected variables that are chosen, based on the decision of the researcher. For the reason that this method does not require the evaluation of data, this makes it simpler to carry out fairly at little cost (Buelens, Burger and van den Brakel 2018). Most common methods employed under this approach can be sorted into haphazard/convenience; Quota; snowball; and maximum variations.

4.7.2.1 Convenience Sampling method

Convenience sampling method, according to Scholtz (2021), is a   method that is used by investigators to procure data needed for a study via mechanisms such as questionnaires, interviews and observation. The main benefit of this method is that the respondents of the study can easily be

accessible when required as they are always open and willing to render support about any required data that can help the accomplishment of the survey.

4.7.2.2 Quota Sampling Method

Anieting and Mosugu (2017) note quota sampling method as a research process where an investigator dissevers the whole number of observed elements into subgroups that hold the same attributes like sex, religion, amongst others, in accordance with the set measures obtained from the investigated variables from which discoveries are made, to take a broad view of all variables of the study. This method of sampling is often employed where the number of subjects to be observed is large and where the cost expended on observed variables surpasses the financial capability of the investigator (Iliyasu and Etikan 2021).

4.7.2.3 Purposive/ Judgmental Sampling Method

Taherdoost (2016) defines purposive, or judgemental sampling, as a research method where the investigator chooses research samples from the population according to the researcher's understanding that the choice made is the best to produce a significant outcome from the studied elements. This approach of sampling is commonly adopted where the observed variables are few. At this stage, the choice of variables must be diligently made to avert flaws in the data, in order for the researcher to evaluate what it is projected to test. Besides, this approach saves time and easy to apply (Taherdoost 2016).

4.7.2.4 Snowball Sampling

This method, according to Etikan and Bala (2017), requires finding the suitable respondents in a hawser system, from one respondent to another until a respondent who has deep knowledge about the subject is located to give needed facts to complete the analysis of the study. Obtaining the required data for the study using this approach can be quite slow because this method of research is complex to adopt, to retain and is costly.

4.7.2.5 Maximum Variation Sampling (MVS)

Moser and Korstjens (2018) view maximum variation sampling as the method that illuminates the reason for which a researcher must choose a unit of sample that supplies full information from a wider range. When using this approach, the researcher employs diverse methods with the objective of determining the sample item that is obtained from the population of study, in line with the research objectives. The incidental causes that motivate the application of this process can be the case where a small sample size is concerned and data about the population of the study is insufficient (Daniel 2019). During the analysis, data are collected from the widest range of perspectives possible about the study. the best variables with the most attributes and features from the studied samples in the population chosen for the survey (Coblentz 2020).

4.7. 3 Sampling technique for this study

Schutt (2012) categorised sampling techniques into two dimensions, namely probability and non-probability sampling methods. The nature of the probability sampling method is that it permits a chance to be given to every single element under observation that will be tested for the study. . In contrast, the non-probability approach of sampling is based on the selection of the participants by the researcher.

Considering the above, the adoption of the sampling technique pertaining to this study was probability sampling because it will allow for a wide range of selection, as well as offering an equal chance to select participants from different areas of the health care sector in the KZN province. Furthermore, to ensure the assemblage of information on which to draw the inferences of the study, a Simple Random Sampling technique was applied to select the participants from the KwaZulu-Natal Health care centres and communities. The sample, therefore, was comprised of workers in the senior management cadre. They were randomly selected from the Head Office and District Offices.

4.7.4 Sample Size

Sekaran and Bougie (2009) explain sample as a sub-section of the collective size of objects that makes up the population. The purpose of subjecting population of the study to examination, is to elicit the needed facts about the generalisation of population on which opinion is formed. To select a sample for this study, advice or guidance is taken from Wiid and Diggines (2013), who propose that the following formula be used

$$n = \frac{N}{(1 + N\alpha^2) \times 1.558}$$

Where n = Sample size

N = Total Population

α = The Degree of confidence level

N = Number of KZN health officers: 10 919 100 obtained from (Mahlathi and Dlamini 2015)

The Degree of confidence level = 0.05 or 5% as advised by (Khademi 2018: 2)

$$n = \frac{10\,919\,100}{(1 + 10\,919\,100\,(0.05)^2 \times 1.558}$$

$$n = \frac{10\,919\,100}{(1 + 10\,919\,100 \times 0.0025) \times 1.558}$$

$$n = \frac{10\,919\,100}{(1 + 27297.75) \times 1.558}$$

n =   259

A sample size of 259 was deemed sufficient to enable a fair assessment of the constructs under study. This constituted the sample size of this research, and it was from this figure that the findings of this study were drawn. The questionnaire of the study was dispersed to the Management teams in the Provincial Department of Health head office Pietermaritzburg, Management teams in the District offices in KZN, and hospitals. Among other public hospitals in contacted for this study are, Dundee Provincial Hospital, Eshowe Provincial Hospital, Ladysmith Provincial Hospital, Queen Nandi Regional Hospital, Pietermaritzburg Eye Clinic, Mediclinic Pietermaritzburg, St. Augustine Pietermaritzburg, Scottsville clinic Pietermaritzburg, Akeso Pietermaritzburg, King Edward VIII Hospital, Catherine Booth Hospital, General Justice Gizenga Mpanza Regional Hospital, Wentworth Hospital, Clairwood Hospital, Saint Aidan's Hospital, Life Entabeni Hospital, Inkosi Albert Luthuli Central Hospital, Addington Hospital, McCord Hospital, Nkandla Hospital, Ascot Park Hospital, Hillcrest Hospital, Netcare St. Anne's Hospital, Midlands Medical Centre, Fort Napier Hospital, and Grey Hospital.

4.8 Research Instrument

The instrument for evaluating this study is a structure questionnaire which is designed into a 5-point Likert scale format in order to ensure an easy understanding of the questions to quantify and subject to mathematical computation.

The questionnaire was divided into six sections where:

Section A sought to establish the respondents' biographical information.

Section B had four statements which aimed to solicit information on the planning skills knowledge of the respondents.

Section C sought to establish whether the health care administrators could control the affairs of their operations.

Section D established the levels of exposure of the health care administrators.

Section E tested awareness of impairment.

Section F had five statements that aimed to test if the health administrators can improve on their operational competence.

4.9 Pilot Study

According to Sekaran and Bougie (2013), this is a process of subjecting the variables under study to a prior test, ideally to determine the weakness and quality of the instrument of data collection before carrying out the real experiment on the constructs of the study. In this regard, the pre-test for this study was done to ensure the validity of research instrument, to test for grammar and oversee that research questions are coherent enough to elicit relevant answers from the respondents. The pilot of this study was carried out in KwaZulu-Natal Health head office, Natalia 330, Langalibalele (Longmarket) Street, in Pietermaritzburg. The discoveries made during this process confirmed the description as to whether or not the research tool clearly transmitted to the respondents and confirmed their understanding levels (Ahmad and Ahmad 2018). Responses from the respondents made it possible for the researcher to amend to the final questionnaire for clearer understanding.

4.10 Administration of Questionnaire

The questionnaire was directly distributed to health administrators and operators. Also, the consent letter to gain permission of the respondents about the aim for which the research study was led, was attached. The letter additionally explained that the participant may at any time withdraw from contributing to the study where they may feel inconvenienced by the study, with the avowal that the evidence supplied would be safely and confidentially preserved. Furthermore, the questionnaire was issued and retrieved in a sealed box to prevent any interference until the time of analysis.

4.11 Data Analysis

Data were obtained and evaluated through the Statistical Package for Social Sciences version for windows 26 (SPSS 26). Equally, all relevant quantitative analytical tools were applied to generate descriptive and inferential facts. Instances of these include frequencies, percentages, and cross tabulations. Moreover, measures of central tendency and dispersion were implemented to give the data captured a broader scope of being tested. In the part of inferential statistics, T-tests and analyses of variance (ANOVA) were used to accumulate the basic data with which to draw out valid outcomes from the information in accordance with observation.

4.12 Validity and Reliability

Validity implies the extent to which the research instrument can demonstrate the amount of legitimacy and correctness to determine what it aims to quantify by showing the point that reliance is positioned on the established outcome (Newton and Burgess 2016). The types of validity in research can be of different forms. These include face validity, content validity, criterion validity and concurrent validity. The details on this are presented in the following sections.

4.12.1.1 Face Validity

Royal (2016) describes it as a research process where researcher takes part in the index sorting of the studied items with the aim of providing a composite index to assure assessment of the constructs under study. To prove that an analysis has face validity, it should reflect the probable appearance of being able to quantify what it is intended to measure.

4.12.1.2 Content Validity

Content validity, according to Halek, Holle and Bartholomeyczik (2017), uncovers the level at which the samples selected constitute a fair description of the assessed population. The significance of content validity hangs on the procedures used to articulate the instrument needed for the study. This notion deals with the degree to which the chosen instrument is effective enough for the sample of the content. This form of validity offers quality data in a transparent manner that can improve the presentations by realising references from a capable unit (Halek, Holle and Bartholomeyczik 2017).

4.12.1.3 Criterion Validity

This type of validity embodies the assessment of the implementation processes in accordance with the anticipated result. This approach examines the correlation between the theoretically associated variables which provides opportunity for data analysis whereby the definite value of the sample can be recognised (Vakili and Jahangiri 2018).

4.12.1.4 Concurrent Validity

This process necessitates analysing performance as well as the findings derived from comparing other earlier presented samples with current samples, whilst the end result therein can be utilised to produce an assumption (Hart and Sharfman 2015). This concept displays the level of validity of the present assessment quantity as it is allied with the preceding outcomes acquired through the same variable. In addition, this approach permits the alignment of the study where two processes are tested at the same time. Processes are allocated on earlier related assessments which hold the component of valid systems of the variables that are used for the study, while reviewing the discoveries with each other. This kind of process provides a rich outcome, where the outcome of the prior measures are linked to the existing test under investigation (Laborde, Allen and Guillén 2016).

4.12.2 Reliability

Dikko (2016) describes reliability in research as a position that resolves the problem as to whether research tools applied for evaluation in the earlier study can still generate the consistent output, using the same set of measures to produce outcomes from prior study espoused for the present study. According to the author, this approach can be divided into test-retest reliability, inter-rater reliability, and parallel form of reliability.

4.12.2.1 Test-Retest Reliability

Noble, Scheinost and Constable (2019) note that this approach of reliability offers a chance to carry out tests on the same set of items over a period of two repeated times. The conclusions of the discoveries attained from various groups can thus be integrated to form measurements with time.

4.12.2.2 Inter-Rater Reliability

Bożek and Reich (2017) describe this as a method that enables many observers to carry out their own assessment freely. Assessment under this condition means considering two or more people to evaluate the same variable. Such a reliability may be susceptible to accidental blunder, where the researcher explores the findings broadly on inter-rated reliability valuation and variables which

may lead to accidental error evaluating measuring. On this account, the researcher measures consistency of the study from the preface of pre-determined standards.

4.12.2.3 Parallel Form of Reliability

The type of this reliability permits using various procedures to measure the qualities of two elements under study, which can be an acquired skill, experience, beliefs, etcetera. The key purpose of this measurement is to contrast the results of the tests to assess the consistency as it overrides one another (McNeish 2018).

4 .13 Limitation of the Study

As a result of financial constraints, the province of KwaZulu-Natal will be the main focus, and this has thus prevented the generalisation of the findings to other provinces.

4.14 Delimitations

The aim of this research study was to identify the factors that contribute to the operational management of the healthcare administrators and managers in the KwaZulu-Natal Province's Department of Health.

4.15 Ethical Considerations

In carrying out this study, the following ethical considerations were made:

4.15.1 Confidentiality

Each aspect of data presented by the respondents was assured to be handled with completely confidentiality and without any bias.

4.15.2 Voluntary Participation

The respondents were informed that they could withdraw their participation without adverse effect if they felt uneasy about their participation in this survey.

4.15.3 Anonymity

The anonymous status of the respondents was assured to ensure that respondents safely expressed their deepest beliefs and concerns.

4.16 Concluding summary

This chapter explained the practical measures applied in conducting methodology and research design for this study. Further, it explained the method of establishing the sample required for this study, as well as the standard by which the research instrument was applied to obtain vital data from respondents. The chapter outlined the statistical package applied to analyse data.

The next chapter presents and analyses the results of the study.

CHAPTER FIVE

PRESENTATION AND DISCUSSION OF RESULTS

5.1 Introduction

Chapter five presents and discusses the results of this study. The data were collected from two hundred and fifty-nine (259) healthcare administrators and managers. The data were captured and analyzed using the Statistical Package for Social Science (SPSS version 26) to yield inferential and descriptive statistics.

The results are presented in line with the sections of the questionnaire, which set out to establish the following research objectives:

i. To analyse whether executives and health representatives are able to engage in planning that creates the highest level of efficiency within the organisation.

ii. To establish if the management exercises control that can promote rational decisions.

iii. To determine whether, through the operational skills and exposure, the management can supervise and direct operational resources towards achieving the best efficiency.

iv. To establish whether the executives and their subordinates can recognise the factors hampering OM and their method of corporate governance and

v. To assess the extent to which health representatives can expedite the efforts of OM to implement effective corporate governance.

5.2 Results

To define these objectives, the questionnaire had 6 segments, with every single section having statements in a 5-point Likert scale, which seeks to realise data from the respondents. These six sections were headed by a section that sought biographical data of the said respondents.

The findings are presented below.

5.2.1 BIOGRAPHICAL INFORMATION

i.   Gender distribution of respondents
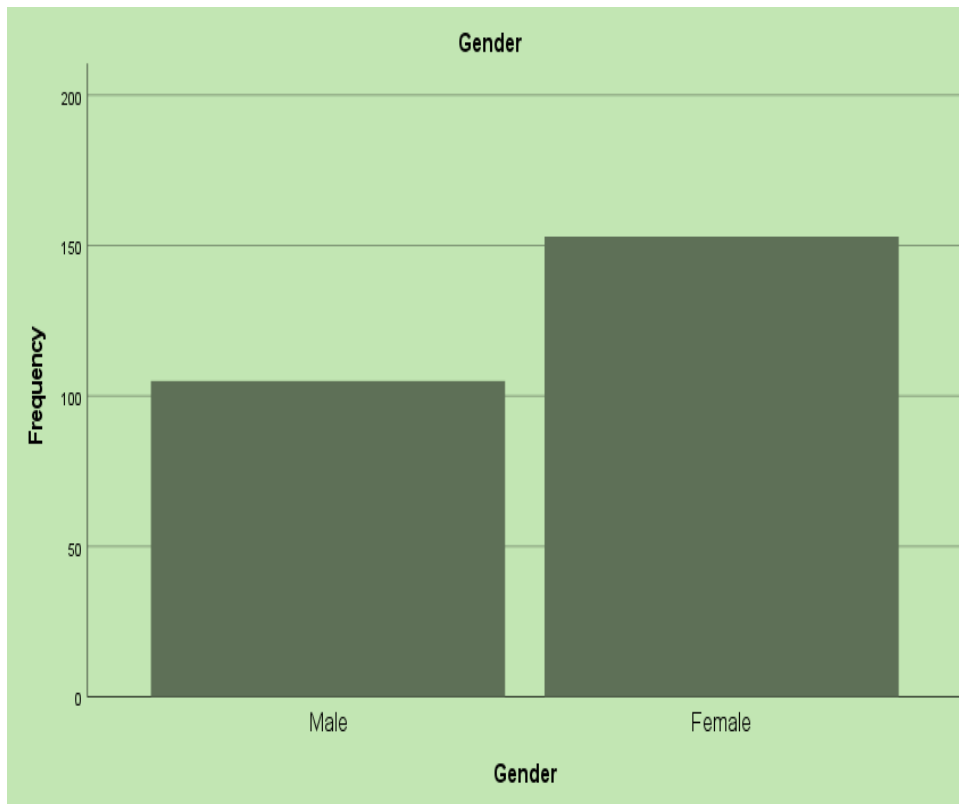
Figure 5.1 Gender distribution of respondents

The outcome from the chart above indicates that a large percentage of the respondents are women with a high-level percentage of 59.1%, the male group at 40.56% and no response at .4%.

According to Russell (2016), ensuring that women gain the opportunity or liberty to work represents one crucial way to overcome the gender breach. From an economic sense, minimising gender inequalities in the workforce could considerably improve GDP. Regions with the biggest gender gaps could achieve tremendous growth advantages as well as the more advanced economies, which would improve their yearly average GDP growth, significant during the periods of near-zero economic expansion.
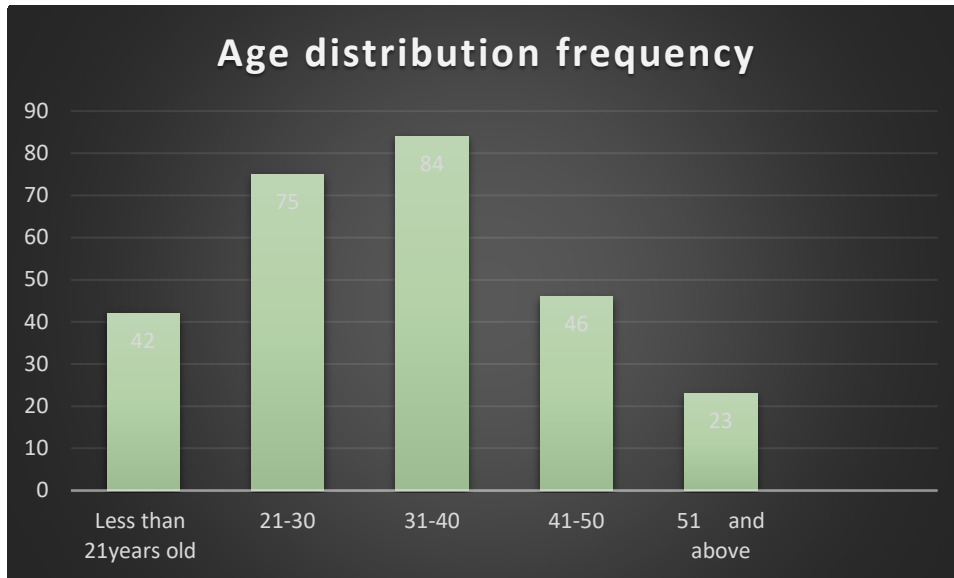
Figure 5. 2: Respondents' Age

The above chat revealed that most health care administrators fall into the age group of 31-40 years whilst there are fewer people above 51 years in the work system.

Zakaria (2018) accredits the causes thence to be a result of the high level of joblessness, disparate divisions of public or environmental resources and social differences.

iii.   Race
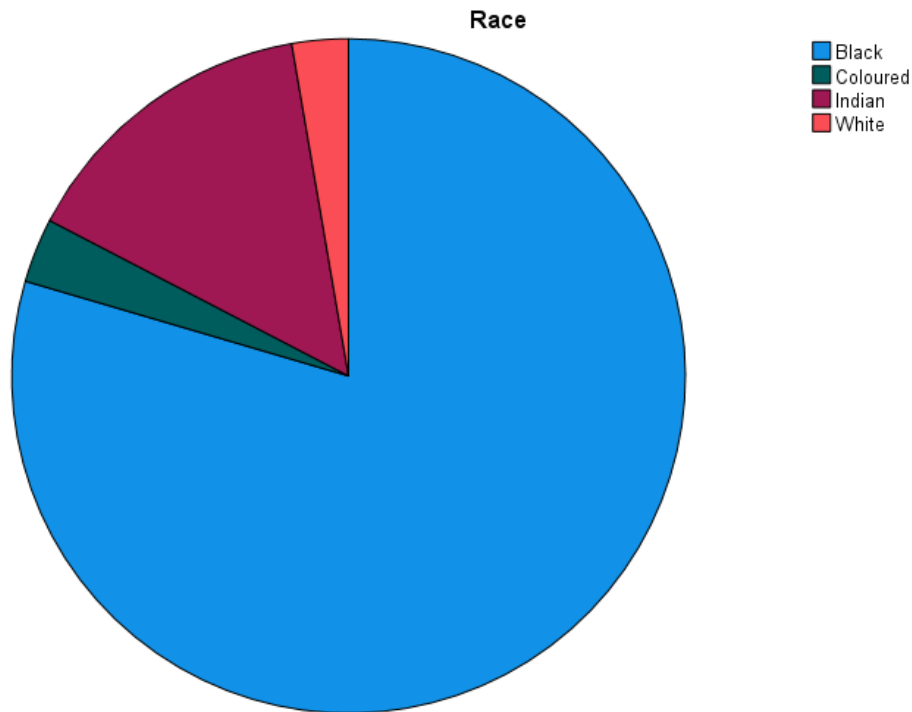
Figure 5. 3: Respondents' racial spread

Facts from the pie chart above signify that numerous respondents that form this study in the KwaZulu-Natal Province were blacks in health care units while people from the white race form the least number of participants.

Kirton and Robertson (2018) note that in this contemporary vocational career grid, advisors and links play a crucial part in development. Black women, according to Kirton and Robertson (2018), have greater aspirations and determination to be successful. Factors including openness, quality education, racial equality, passion for the job, skills of individuals along with knowledge, and experience, are the key reasons why women engage in work or fight for progress in the companies they serve (Ong, Smith and Ko 2018).

Highest educational qualification

Educational qualification (%)

134

82

28

TOP
MANAGEMENT MANAGEMENT MANAGEMENT
LEVEL

MIDDLE

LEVEL

LOWER
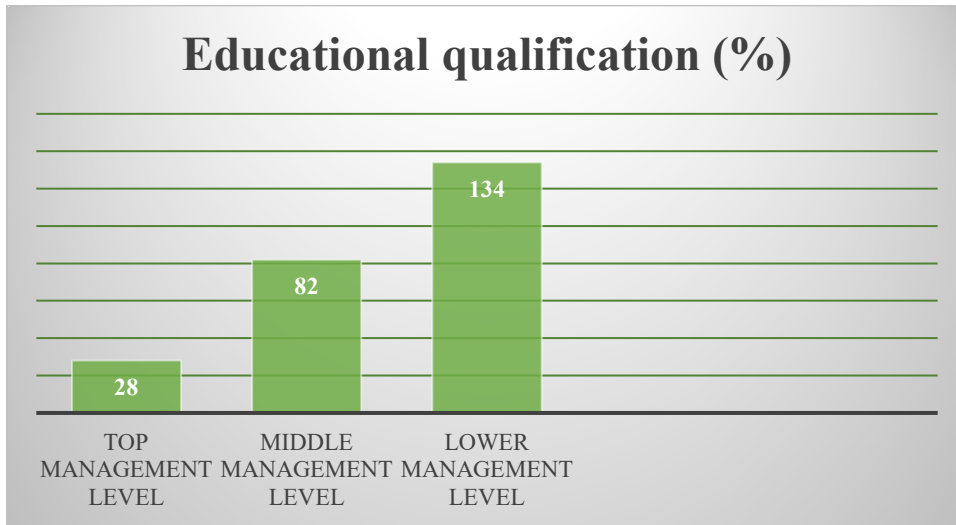
LEVEL

Figure 5. 4: Level of education distribution of respondents

The largest percentages of the respondents fell in the diploma group with a high-level percentage of 57.1%, followed by degree category at 21.6%, matric/grade 12 at 8.9%, professional certificate category at 1.9% and the no response at .4%. This suggests that the KZN health units retain competent employees in general.

Kim and Mallam (2020) explain that operational competency or talent management includes educating and overseeing managerial and job-specific experiences. This can result in greater success for a corporation and workers in an establishment. Proficient skills in an organisation can assist the workers to promote a healthy corporate value, establish a more united labour force and institute a key competitive edge. Operational competencies assist to ensure that the establishment has steady operation guidelines for people who can improve the operative's commitment.

Table 5. 1: Respondents' Years in Business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-10 years	60	23.2	23.2	23.2
	11-20 years	110	42.5	42.5	65.6
	21-30 years	43	16.6	16.6	82.2
	31-40 years	39	15.1	15.1	97.3
	More than 40 years	7	2.7	2.7	100.0
	Total	259	100.0	100.0	

Evidence from the table discloses the years of experience distribution of respondents. The largest percentages of the respondents fell in the 11-20 years' group with a high-level percentage of 42.5%, followed by 1-10 years at 23.2%, 21-30 years at 16.6%, 31-40 years at 15.1% and the more than 40 years' group at 2.7%. Facts provided by the respondents showed that KZN health care administrators have sound experience which is useful for this study.

Madlala (2018) observes that developing experience in employees can make them feel more contented, more productive and more ambitious. Operatives with good experience are likely to be committed to their jobs and provide more good quality outcomes. Employers can improve their operatives' experience by offering great work perks, carrying out regular operation assessments, encouraging team building events and providing clear communication.

Table 5. 2: Management level distribution of respondents
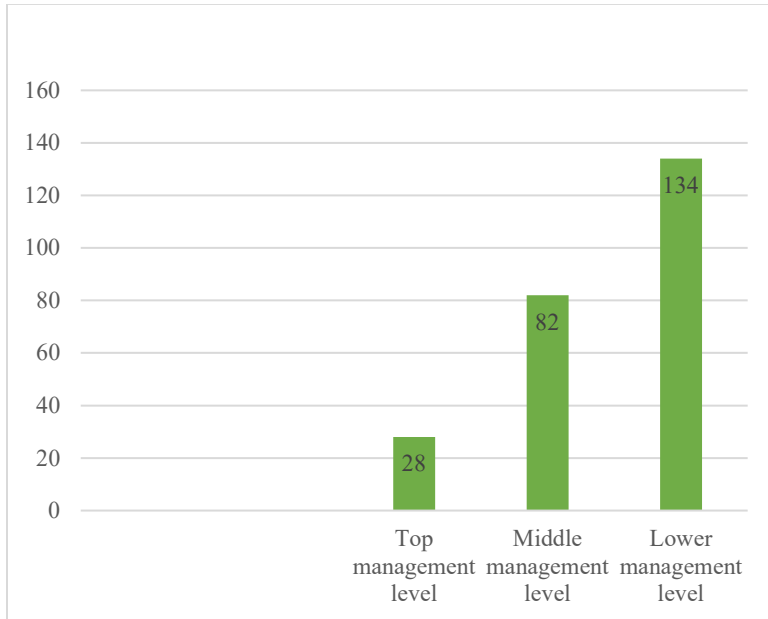
The management distribution of respondents showed that the largest percentages of the respondents fell into the cadre of lower management level category with a high-level percentage of 51.7%. This shows that the researcher will have the opportunity to know what is happening concerning the method of governance in each respective KZN health care unit, because they are the administrators who know more about what is happening in the organisation in terms of involvement as they have direct contact with people.

Low-level managers, as noted by Ferramosca and Verona (2020), emphasise the accomplishment of duties and outcomes. They function as role models for the people they direct. They assist in solving the disparities in the organisation and protests of the workers.

5.2.2 Planning

The subsequent findings are related to the questions that were meant to test the respondents' planning capability.

Table 5. 3: By studying the progress of operations in my organisation, I can determine what is needed to be improved operationally.
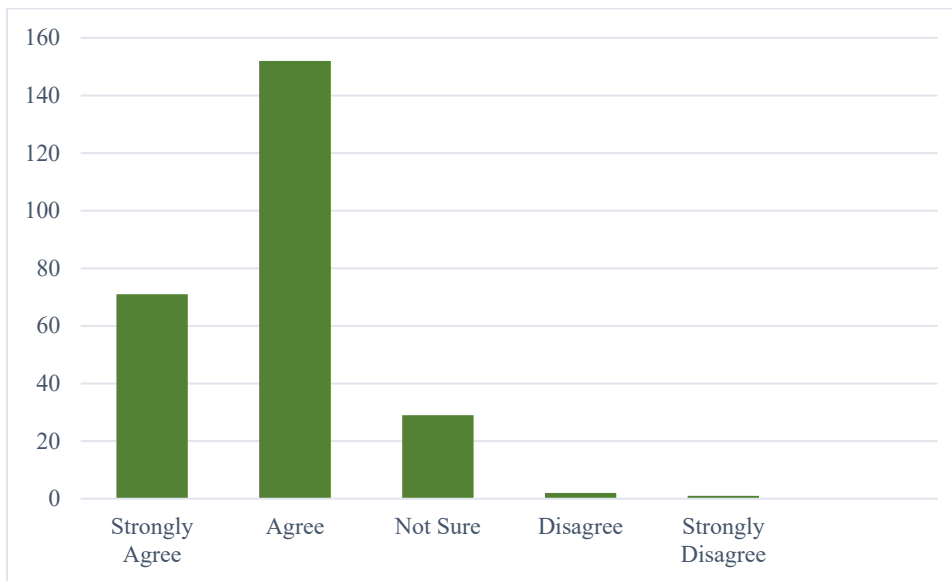
Approximately 82% of the respondents have a good understanding of planning, which they believe has been very helpful in improving their operation.

Gilson and Agyepong (2018) explain that planning expands beyond decision-making practices and the management of time. Initially, it enables the managers to remain concentrated on a goal and helps to decide how to substitute action that might be facilitated, postponed, or accomplished. It gives the criteria against which real performance is quantified.

Table 5. 4: From the trend of work activities, I can envision the possible risk factors and develop plans that can assist me to reach the intended destination of my organisation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	60	23.2	25.4	25.4
	Agree	151	58.3	64.0	89.4
	Not Sure	22	8.5	9.3	98.7
	Disagree	3	1.2	1.3	100.0
	Total	236	91.1	100.0	
Missing	System	23	8.9		
Total		259	100.0		

82% of the participants proved that their orientation about planning has made them spot possible risk factors and develop strategies to reach the intended destination of their organisation.

Kumar, Raizada and Biswas (2014) state that planning promotes the improvement of "regret situations", where administrators make efforts to visualise the potential risk factors and improve eventuality plans to deal with them. The tempo of change in attitudes of people is quick, and organisations must be able to promptly adapt their plans to the varying situations.

Table 5. 5: Arranging free association gatherings with my staff and patients helps me to determine the skills needed to solve problems hindering the set goals and objectives of my health unit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	44	17.0	17.9	17.9
	Agree	168	64.9	68.3	86.2
	Not Sure	27	10.4	11.0	97.2
	Disagree	7	2.7	2.8	100.0
	Total	246	95.0	100.0	
Missing	System	13	5.0		
Total		259	100.0		

A larger percentage of the respondents (82%) agreed that arranging free-association gatherings with their staff and patients helps them to determine the skills needed to solve problems.

When leaders who have creative problem-solving skills have a plan of what they want to achieve, it is easier for them to predict problems (Jarrahi 2018). Setting goals will not eradicate all the issues but can decrease the number of issues that may come as a complete shock (Atasoy 2020).

Table 5.6: I always feed my work associates with the implementation of plans that can assist them to function well in their areas of responsibility.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	66	25.5	26.3	26.3
	Agree	160	61.8	63.7	90.0
	Not Sure	20	7.7	8.0	98.0
	Disagree	5	1.9	2.0	100.0
	Total	251	96.9	100.0	
Missing	System	8	3.1		
Total		259	100.0		

87% of the respondents disclosed that they give clear directives to their employees that can assist them to function efficiently in their areas of responsibility.

Umar, Hasbi and Yusriadi (2019) note that the essence of a clear directive to workers is to certify that they wholly understand what they need to do in the line of their responsibility. Giving clear directives in an organisation comforts the worker's spirits, allays their lack of confidence, and assists them to check their beliefs so that they can be content, free and productive in their operations.

5.2.3 Control

The following results relate to questions that aimed to test the respondents' ability to ensure effective control in their line of operations.

Table 5.7: By setting performance standard measures, I can be aware of deviations in the service areas of my department and put instant corrective measures in place.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	64	24.7	25.3	25.3
	Agree	172	66.4	68.0	93.3
	Not Sure	14	5.4	5.5	98.8
	Disagree	3	1.2	1.2	100.0
	Total	253	97.7	100.0	
Missing	System	6	2.3		
Total		259	100.0		

Many among the participants agree that by setting performance standard measures, they can control deviations in the service areas in their workplace and put instant corrective measures in place where necessary.

Kerzner (2017) defines control as what must be achieved and what to value as proficiency so that performance takes place according to plans. More explicitly, control can enhance the operation of the organisation. It helps operations to be steadier, positive, and opens up new opportunities.

Table 5.8: I do not put the job security of my employees on the line in the process of presenting them with their mistakes.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	38	14.7	15.8	15.8
	Agree	134	51.7	55.6	71.4
	Not Sure	38	14.7	15.8	87.1
	Disagree	26	10.0	10.8	97.9
	Strongly Disagree	5	1.9	2.1	100.0
	Total	241	93.1	100.0	
Missing	System	18	6.9		
Total		259	100.0		

A total of 66.4% agree that they do not put the job security of the employees in the process of presenting them with their mistakes.

Quick and Henderson (2016) observe that employee wellbeing should be the main concern for active healthcare leaders. A devotion to forecasting employees' demands will help in fostering employee welfare and building their self-esteem. Leaders must be conscious and willing to act in accordance with the basic and psychological demands of their workers. The ability of leaders to be cognisant of workers' needs can increase their commitment which, in turn, can increase their optimism and trustworthiness (Ogbonnaya and Messersmith 2019).

Table 5.9: The work policies established in my workplace are simple enough and do not put my workers and patients under stress and anxiety.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	41	15.8	16.1	16.1
	Agree	146	56.4	57.5	73.6
	Not Sure	37	14.3	14.6	88.2
	Disagree	27	10.4	10.6	98.8
	Strongly Disagree	3	1.2	1.2	100.0
	Total	254	98.1	100.0	
Missing	System	5	1.9		
Total		259	100.0		

As high as 72.2% of the respondents agree that the work policies in their establishment are founded in simplicity and did not put workers and patients under stress and anxiety.

Palstam, Törnbom and Sunnerhagen (2018) note that job-related stress may be triggered by weak job regulation, bad work patterns, and unfulfilling operating terms. However, when workers recognise exactly how their task suits the organisation's objectives, they are more likely to participate and support. They will, as well, create a sense of control over their job functions, which may help cope with anxiety intensities.

Table 5.10: I mentor and train my employees in how to maintain their attitude for the betterment of my organisation and encourage them to correct the areas where their weaknesses can be harmful to the development of the establishment.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	72	27.8	28.6	28.6
Agree	159	61.4	63.1	91.7
Not Sure	16	6.2	6.3	98.0
Disagree	4	1.5	1.6	99.6
Strongly Disagree	1	.4	.4	100.0
Total	252	97.3	100.0	
System	7	2.7		
Total	259	100.0		

Regarding the statement above, 72.2% of the respondents agree that they mentor and train their employees in how to maintain their attitude for the betterment of their organisation and encourage them to correct the areas of their weaknesses.

Adler and Stringer (2018) emphasise in their study that receiving the advice, inspiration and support of a dependable and competent mentor could provide mentees with a wide range of individual and operational gains, which eventually can turn into improved operations in workplaces. Nevertheless, the mentees may be discouraged, upset or disheartened if they observe that they are not receiving the assistance they want (Scerri, Presbury and Goh 2020).

Table 5.11 Promoting a transparent work culture has motivated my team members to function in good faith and trust.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	68	26.3	26.7	26.7
	Agree	163	62.9	63.9	90.6
	Not Sure	20	7.7	7.8	98.4
	Disagree	3	1.2	1.2	99.6
	Strongly Disagree	1	.4	.4	100.0
	Total	255	98.5	100.0	
Missing	System	4	1.5		
Total		259	100.0		

89.2% agreed with the statement that they can promote a transparent work culture in their institution and motivate their team members to function in good faith and trust.

Kovács (2020) states that transparency is a competence that demands a person to be truthful and forthright. Transparency helps an individual to connect with other people in the workplace about job titles and obligations. This quality is vital because it builds a job relationship, determining responsibility and people's commitment to be open with one another.

5.2.4 Exposure

Table 5.12: I establish the values and awareness needed to form a relationship and interact consistently and effectively every day with people.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	55	21.2	22.6	22.6
	Agree	156	60.2	64.2	86.8
	Not Sure	29	11.2	11.9	98.8
	Disagree	3	1.2	1.2	100.0
	Total	243	93.8	100.0	
Missing	System	16	6.2		
Total		259	100.0		

A large number of the respondents, consisting of 81.4%, agree that they establish the values and awareness needed to form a relationship and interact consistently and effectively every day with people.

Values and awareness give people the ability to change results (Mayfield, Mayfield and Sharbrough III 2015). They enable good decision-makers and enhance their self-image. Managers and workers thus interact with exactitude and purpose. As a result, they are enlightened and perceive things from different angles. Values liberate people from different assumptions and preconceptions (McClintock and Simpson 2018).

Table 5.13: I have gained the devotion of my employees by offering them the opportunity for growth and advancement in their careers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	49	18.9	19.8	19.8
	Agree	158	61.0	63.7	83.5
	Not Sure	36	13.9	14.5	98.0
	Disagree	5	1.9	2.0	100.0
	Total	248	95.8	100.0	
Missing	System	11	4.2		
Total		259	100.0		

As many as 79.9% of the respondents affirmed that they have gained the devotion of their employees by offering them opportunities for growth and advancement in their careers.

Renčíková, Guščinskienė and Španková (2017) observe that leaders can gain the devotion of the employees by exhibiting concern for their employees' well-being and health. Also, permitting the workers to freely express their concerns and ideas, as well as acknowledging them for a job well completed and letting them make important decisions, develops this loyalty. When employees are permitted to make key decisions, they feel more committed and ready to work and be loyal to their organisation (Ramano and Buys 2018).

Table 5.14: I give opportunities to my workers to take part in work that can improve ethical standards and their personal experience.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	66	25.5	26.5	26.5
	Agree	166	64.1	66.7	93.2
	Not Sure	14	5.4	5.6	98.8
	Disagree	3	1.2	1.2	100.0
	Total	249	96.1	100.0	
Missing	System	10	3.9		
Total		259	100.0		

Most of the respondents (89.6%) allude to the fact that they give opportunities to their workers to take part in work that can improve ethical standards and their personal experience.

Boosting employees' experience, according to the view of Kim and Lee (2016), to keep them industrious, and understanding the worker's needs and concerns, is mandatory to keep the organisation developing and encourages workers to share their ideals. To enhance the experience of the employee, it is pertinent, as a leader, to define what forms their experience. Work leaders must initiate constant, honest communication with their personnel and thereby prove to the workers that they are dependable (Palstam, Törnbom and Sunnerhagen 2018).

Table 5.15: When my work colleagues call my attention to the mistakes committed by me in discharging my duty, I admit my mistakes and make changes to this effect.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	76	29.3	30.8	30.8
	Agree	161	62.2	65.2	96.0
	Not Sure	9	3.5	3.6	99.6
	Disagree	1	.4	.4	100.0
	Total	247	95.4	100.0	
Missing	System	12	4.6		
Total		259	100.0		

A very high percentage of the respondents (91.5%) admit to their mistakes and make changes to this effect.

When an individual admits to his or her fault, such a person is revealing to all the extent to which he or she can create trust and exhibits integrity (Pelster and Hofmann 2018). Assuming accountability shows that leaders acknowledge integrity by accepting responsibility. Individuals acknowledging that they are wrong indicates they are mindful of and consequently learn from their mistakes.

Table 5.16: Promoting knowledge sharing and experience in my workplace has helped in time conservation, prompt services delivery and the avoidance of error.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	63	24.3	25.2	25.2
	Agree	175	67.6	70.0	95.2
	Not Sure	12	4.6	4.8	100.0
	Total	250	96.5	100.0	
Missing	System	9	3.5		
Total		259	100.0		

The table above reveals that promoting knowledge- sharing and experience in their workplace has helped in time conservation, prompt service delivery and the avoidance of error distribution of respondents. The largest percentages of the respondents fell in the 'agree' category with a high-level percentage of 67.6%. Followed by 'strongly agree' at 24.3%.

Knowledge- sharing is the approach of conveying knowledge, evidence, materials, or intelligence from one individual to another (Tangaraja *et al.* 2016). In an institution, knowledge-sharing not only adds to efficiency but also inspires workers to do their jobs successfully and competently. Workers can operate more rapidly and smarter by gaining proper access to visions, funds and specialities (Saini, Arif and Kulonda 2018).

5.2.5 Awareness of impairment

Table 5.17: Delegating duties are done in my work system based on the discipline of the staff.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	55	21.2	21.9	21.9
	Agree	160	61.8	63.7	85.7
	Not Sure	20	7.7	8.0	93.6
	Disagree	14	5.4	5.6	99.2
	Strongly Disagree	2	.8	.8	100.0
	Total	251	96.9	100.0	
Missing	System	8	3.1		
Total		259	100.0		

83% of the respondents agree that delegation of duties is done in their work system based on the discipline of the staff.

Haselhuhn, Wong and Ormiston (2017) note that designating employees with responsibility for a task not just relieves a leader of a burden, but can assist the subordinate to become competent. When delegation is initiated appropriately, it can influence work productivity positively and motivate employees to work harder. Delegation of duty, authority and task can go wrong, leading to confusion and inefficiency when instructions are not clear. For leaders and their team to succeed, they must delegate strategically.

Table 5.18: Working under pressure has no effect on the service delivery rendered by my work unit.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	28	10.8	11.2	11.2
	Agree	108	41.7	43.0	54.2
	Not Sure	30	11.6	12.0	66.1
	Disagree	72	27.8	28.7	94.8
	Strongly Disagree	13	5.0	5.2	100.0
	Total	251	96.9	100.0	
Missing	System	8	3.1		
Total		259	100.0		

Indistinctly, half of the respondents (52%) believe that working under pressure does not affect the service delivery rendered by their work unit.

Workers who are under stress or pressure are probably less efficient and active than normal; in addition, absenteeism, demoralisation, lack of incentives and high employee turnover would also have a bad influence on general business and organisational efficiency and value (Anderson, Kellogg and Salant 2018).

Table 5.19: The inability of people to abide by the ethical procedures in my workplace affect the performance level of task fulfilment in the establishment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	39	15.1	15.9	15.9
	Agree	161	62.2	65.7	81.6
	Not Sure	35	13.5	14.3	95.9
	Disagree	10	3.9	4.1	100.0
	Total	245	94.6	100.0	
Missing	System	14	5.4		
Total		259	100.0		

77.3% agree that the inability of people to abide by the ethical procedures in their workplace affects the performance level of task fulfilment in the establishment.

Comer and Schwartz (2017) found that unethical conduct has grave costs for people and corporations. Employees can lose their job and standing, companies may lose their integrity, general optimism and productivity can deteriorate, or the conduct can end in considerable penalties or huge financial loss.

Table 5.20: The use of old apparatus affects the rate of work performance and efficiency in my organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	52	20.1	21.1	21.1
	Agree	133	51.4	54.1	75.2
	Not Sure	52	20.1	21.1	96.3
	Disagree	8	3.1	3.3	99.6
	Strongly Disagree	1	.4	.4	100.0
	Total	246	95.0	100.0	
Missing	System	13	5.0		
Total		259	100.0		

The majority of the respondents (75.1%) agree that the use of old implements affects the rate of work performance and efficiency in their organisation.

Kirill, Bobir and Ziedulla (2018) state that using old apparatus leads to lost time and wastefulness in the workplace. However, when organisations make use of brand-new apparatus, overall performance is greatly improved.

Table 5.21: The absence or illiteracy about the use of modern technology disturbs achieving work progress in my health division.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	68	26.3	27.4	27.4
	Agree	120	46.3	48.4	75.8
	Not Sure	28	10.8	11.3	87.1
	Disagree	32	12.4	12.9	100.0
	Total	248	95.8	100.0	
Missing	System	11	4.2		
Total		259	100.0		

72.6% of the respondents concur that absence or illiteracy about the use of modern technology negatively affects their operational activities.

In the observation of Khoza (2016), technology can improve productivity as well as save overhead costs, time, and magnifies business abilities. Workers who do not possess technology skills will fall behind in the digital upheaval. An absence of technological skills or knowledge in an individual or organisation can lead to an institution being less productive.

5.2.6 Improvement

Table 5.22: Adherence to government promulgated laws can boost the efficiency of my work system.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	61	23.6	24.1	24.1
	Agree	169	65.3	66.8	90.9
	Not Sure	22	8.5	8.7	99.6
	Strongly Disagree	1	.4	.4	100.0
	Total	253	97.7	100.0	
Missing	System	6	2.3		
Total		259	100.0		

88.9% respondents agree to the fact that they keep to the government promulgated laws that boost the efficiency of their work system.

Legal duties to defend the personnel and customers often result in transformation, higher productivity, and improved operation and responsibilities (Dung 2020). Adherence to statutory obligations might appear simpler, but to comply with the minimum conditions could end in wasted opportunities. Knowing the motives for the different policies, laws and regulations that oversee operations will assist a manager or workers to exploit gains the laws provide (Silver 2021).

Table 5.23 The introduction of good moral behaviour helps the health care unit improve substantially.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	103	39.8	40.9	40.9
	Agree	137	52.9	54.4	95.2
	Not Sure	11	4.2	4.4	99.6
	Strongly Disagree	1	.4	.4	100.0
	Total	252	97.3	100.0	
Missing	System	7	2.7		
Total		259	100.0		

As many as 92.7% of the respondents affirmed that the introduction of good moral behaviour can help the health care units improve substantially.

The pros of moral behaviour in operation include assisting the business to gain the loyalty of people and to prevent legal complications, attract and keep exceptional personnel (Comer and Schwartz 2017). Work morale is inherent in promoting better efficiency and collaboration among the workers. It assists in affiliating the beliefs of an organisation with those of the employees (Amos, Zhang and Read 2019). Reaching this alignment requires the leaders to foster coherent conversation about the morals of the organisation, which enhances the public attitudes, honesty, and candour among the employees. Morals enable the workers to understand the powerful link between their values and that of the organisation. They express such thoughts through better productivity and inspiration (Eissa, Lester and Gupta 2020).

Table 5.24: Obeying the occupational ethical conduct code boosts the efficiency of my job administration.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	87	33.6	34.5	34.5
	Agree	153	59.1	60.7	95.2
	Not Sure	11	4.2	4.4	99.6
	Disagree	1	.4	.4	100.0
	Total	252	97.3	100.0	
Missing	System	7	2.7		
Total		259	100.0		

92.7 % of the respondents agree that obeying the occupational ethical conduct code will boost the efficiency of their job administration.

Workers who are morally affirmative, truthful, diligent, and guided by the tenets of fairness and integrity at work, strengthen general confidence and enhance the operation of an organisation (Chung and Hsu 2017). They can, through the established behavioural policies, improve their reputation and ensure long-term success (Amos, Zhang and Read 2019).

Table 5.25: Obtaining financial intervention from the government can enhance proficiency in my work coordination.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	100	38.6	39.5	39.5
	Agree	127	49.0	50.2	89.7
	Not Sure	23	8.9	9.1	98.8
	Disagree	3	1.2	1.2	100.0
	Total	253	97.7	100.0	
Missing	System	6	2.3		
Total		259	100.0		

A very high percentage of the respondents of 87.6% agree that obtaining financial intervention from the government can enhance the proficiency of their work coordination.

According to Guiso, Sapienza and Zingales (2015), government reliefs play an important role in modern-day production structure. Corporations use their capital to finance responsibilities with the objective of value creation in return, to earn a higher profit than the capital's expenses. Production with little capital is harmful to an organisation. It can lead to loss of reputation, honesty and brand image of an organisation (Schaefer, Williams and Blundel 2020).

Table 5.26: My ability to give direction, tutor, and stimulate people can aid the structuring of my work activities.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	76	29.3	30.0	30.0
	Agree	165	63.7	65.2	95.3
	Not Sure	11	4.2	4.3	99.6
	Disagree	1	.4	.4	100.0
	Total	253	97.7	100.0	
Missing	System	6	2.3		
Total		259	100.0		

93% of the respondents agree that they mentor their subordinates in the right direction.

Moser and Korstjens (2018) note that mentoring helps workers to realise their full capacity. The managers of the guided personnel gain from the greater output that ensues in workplaces. When staff members look to their leaders for guidance, they tend to make fewer errors; hence, reducing loss for the organisation.

5.3 Pearson correlation

Pearson correlation measures the existence of a linear relationship between two variables (indicated by a p-value) and the intensity (indicated by a coefficient r between 1 and +1). It should only be used if the underlying assumptions are met. If the result is significant, the correlation is concluded. According to Cohen (1988), the absolute value of r at 0.1 is small, the absolute value of 0.3 is medium, and 0.5 is large.

Table 5.27: The correlation (r) between age and years of experience

Correlations		Age	Years of experience
Age	Pearson Correlation	1	.707**
	Sig. (2-tailed)		.000
	N	258	258
Years of experience	Pearson Correlation	.707**	1
	Sig. (2-tailed)	.000	
	N	258	259

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

The correlation (r) between age and years of experience is .707. This coefficient shows that there is a strong and positive relationship between age and years of experience. The probability (p) of this correlation coefficient which is 0.01 is less than 0.05 thus implying that there is a statistically significant relationship between age and years of experience (r=.707, p>0.05).

Table 5.28: The correlation (r) between management level and developing plans that can assist goal achievement.

Correlations		Management level	From the trend of work activities, I can envision the possible risk factors and develop plans that can assist me to reach the intended destination of my organisation
Management level	Pearson Correlation	1	.155*
	Sig. (2-tailed)		.021
	N	244	222
From the trend of work activities, I can envision the possible risk factors and develop plans that can assist me to reach the intended destination of my organisation	Pearson Correlation	.155*	1
	Sig. (2-tailed)	.021	
	N	222	236

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

The correlation (r) between management level and the correlation (r) between management level and developing plans that can assist goal achievement.is .155. This coefficient shows that there is a weak and positive relationship between management levels and can envision the possible risk factors and develop plans that can assist in reaching the intended destination of the organisation. The probability (p) of this correlation coefficient is 0.05, thus implying that there is a statistically significant relationship between management level which can envision the possible risk factors and develop plans that can assist me to reach the intended destination of the organisation (r=.155, p>0.05).

Table 5.29: The correlation (r) between management level and mentoring and training my employees

Correlations			
		Management level	I mentor and train my employees on how to maintain their attitude for the betterment of my organisation and encourage them to correct the areas where their weaknesses can be harmful to the development of the establishment
Management level	Pearson Correlation	1	.150[*]
	Sig. (2-tailed)		.020
	N	244	240
I mentor and train my employees on how to maintain their attitude for the betterment of my organisation and encourage them to correct the areas where their weaknesses can be harmful to the development of the establishment	Pearson Correlation	.150[*]	1
	Sig. (2-tailed)	.020	
	N	240	252

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

The correlation (r) between management level and mentoring and training my employees on how to maintain their attitude for the betterment of my organisation and encourage them to correct the areas where their weaknesses can be harmful to the development of the establishment is .150. This

coefficient shows that there is a weak relationship between management level and mentor and training my employees how to maintain their attitude for the betterment of my organisation; also, to encourage them to correct the areas where their weaknesses can be harmful to the development of the establishment. The probability (p) of this correlation coefficient is 0.05, thus implying that there is a statistically significant relationship between management level and mentor, training my employees how to maintain their attitude for the betterment of my organisation and encouraging them to correct the areas where their weaknesses can be harmful to the development of the establishment (r=.150, p>0.05).

Table 5.30: Correlation (r) between management levels and can envision the possible risk factors

Correlations		Years of experience	From the trend of work activities, I can envision the possible risk factors and develop plans that can assist me to reach the intended destination of my organisation
Years of experience	Pearson Correlation	1	-.164[*]
	Sig. (2-tailed)		.012
	N	259	236
From the trend of work activities, I can envision the possible risk factors and develop plans that can assist me to reach the intended destination of my organisation	Pearson Correlation	-.164[*]	1
	Sig. (2-tailed)	.012	
	N	236	236

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

The correlation (r) between management levels and can envision the possible risk factors and develop plans that can assist me to reach the intended destination of my organisation is -.164. This coefficient shows that there is a weak relationship between management levels and can envision

the possible risk factors and develop plans that can assist me to reach the intended destination of my organisation. The probability (p) of this correlation coefficient is 0.05, thus implying that there is a statistically significant relationship between management levels and can envision the possible risk factors and develop plans that can assist me to reach the intended destination of my organisation (r=-.164, p>0.05).

Table 5.31: The correlation (r) between years of experience and feeding my work associates with the implementation of plans.

Correlations		Years of experience	I always feed my work associates with the implementation of plans that can assist them to function well in their areas of responsibility
Years of experience	Pearson Correlation	1	-.179**
	Sig. (2-tailed)		.004
	N	259	251
I always feed my work associates with the implementation of plans that can assist them to function well in their areas of responsibility	Pearson Correlation	-.179**	1
	Sig. (2-tailed)	.004	
	N	251	251

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

The correlation (r) between years of experience and feeding my work associates with the implementation of plans that can assist them to function well in their areas of responsibility is -.179. This coefficient shows that there is a weak relationship between years of experience and feeding my work associates with the implementation of plans that can assist them to function well in their areas of responsibility. The probability (p) of this correlation coefficient, which is 0.01, is less than 0.05 thus implying that there is a statistically significant relationship between years of

experience and feeding my work associates with the implementation of plans that can assist them to function well in their areas of responsibility (r=-.179, p>0.05).

Table 5.32: The correlation (r) between years of experience and use of old apparatus

Correlations		Years of experience	The use of old apparatus affects the rate of work performance and efficiency in my organisation
Years of experience	Pearson Correlation	1	-.143[*]
	Sig. (2-tailed)		.025
	N	259	246
The use of old apparatus affects the rate of work performance and efficiency in my organisation	Pearson Correlation	-.143[*]	1
	Sig. (2-tailed)	.025	
	N	246	246

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

The correlation (r) between years of experience and use of old apparatus affects the rate of work performance and efficiency in my organisation is -.143. This coefficient shows that there is a weak relationship between years of experience and the use of old apparatus affects the rate of work performance and efficiency in my organisation. The probability (p) of this correlation coefficient is 0.05 thus implying that there is a statistically significant relationship between years of experience and the use of old apparatus affects the rate of work performance and efficiency in my organisation (r=-.143, p>0.05).

Table 5:33 The correlation (r) between studying the progress of operations and setting the performance standard

		By studying the progress of operations in my organisation, I can determine what is needed to be improved operationally	By setting performance standard measures, I can be aware of deviations in the service areas of my department and put instant corrective measures in place
Correlations			
By studying the progress of operations in my organisation, I can determine what is needed to be improved operationally	Pearson Correlation	1	.311**
	Sig. (2-tailed)		.000
	N	255	251
By setting performance standard measures, I can be aware of deviations in the service areas of my department and put instant corrective measures in place	Pearson Correlation	.311**	1
	Sig. (2-tailed)	.000	
	N	251	253

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

The correlation (r) between 'by studying the progress of operations in my organisation, I can determine what is needed to be improved operationally and by setting performance standard measures, I can be aware of deviations in the service areas of my department and put instant corrective measures in place' is .311. This coefficient shows a weak relationship between the two

statements. The probability (p) of this correlation coefficient, which is 0.01, is less than 0.05, thus implying that there is a statistically significant relationship between 'by studying the progress of operations in my organisation, I can determine what is needed to be improved operationally and by setting performance standards measures, I can be aware of deviations in the service areas of my department and put instant corrective measures in place' (r=.311, p>0.05).

Table 5.34: The correlation (r) between arranging free-association gatherings with my staff and patients help me to determine the skills needed to solve problems hindering the set goals and objectives of my health unit.

Correlations			
		Arranging free-association gatherings with my staff and patients helps me to determine the skills needed to solve problems hindering the set goals and objectives of my health unit	I mentor and train my employees how to maintain their attitude for the betterment of my organisation and encourage them to correct the areas where their weaknesses can be harmful to the development of the establishment
Arranging free-association gatherings with my staff and patients helps me to determine the skills needed to solve problems hindering the set goals and objectives of my health unit	Pearson Correlation	1	.241**
	Sig. (2-tailed)		.000
	N	246	242
I mentor and train my employees how to maintain their attitude for the betterment of my organisation and	Pearson Correlation	.241**	1
	Sig. (2-tailed)	.000	

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| encourage them to correct the areas where their weaknesses can be harmful to the development of the establishment | N | 242 | 252 |

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

The correlation (r) between arranging free-association gatherings with my staff and patients helps me to determine the skills needed to solve problems hindering the set goals and objectives of my health unit and I mentor and train my employees how to maintain their attitude toward the betterment of my organisation and encourage them to correct the areas where their weaknesses can be harmful to the development of the establishment is .241. This coefficient shows that there is a weak relationship between the two statements. The probability (p) of this correlation coefficient, which is 0.01, is less than 0.05, thus implying that there is a statistically significant relationship between arranging free-association gatherings with my staff and patients help me to determine the skills needed to solve problems hindering the set goals and objectives of my health unit, and I mentor and train my employees how to maintain their attitude for the betterment of my organisation and encourage them to correct the areas where their weaknesses can be harmful to the development of the establishment (r=.241, p>0.05).

Table 5.35 The correlation (r) between I do not put the job security of my employees on the line in the process of presenting them with their mistakes and promoting a transparent work culture.

Correlations		I do not put the job security of my employees on the line in the process of presenting them with their mistakes	Promoting a transparent work culture has motivated my team members to function in good faith and trust.
I do not put the job security of my employees on the line in the process of presenting them with their mistakes	Pearson Correlation	1	.279**
	Sig. (2-tailed)		.000
	N	241	241
Promoting a transparent work culture has motivated my team members to function in good faith and trust.	Pearson Correlation	.279**	1
	Sig. (2-tailed)	.000	
	N	241	255

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

The correlation (r) between I do not put the job security of my employees on the line in the process of presenting them with their mistakes and promoting a transparent work culture has motivated my team members to function in good faith and trust is .279. This coefficient shows that there is a weak relationship between I do not put the job security of my employees on the line in the process of presenting them with their mistakes and promoting a transparent work culture has motivated my team members to function in good faith and trust. The probability (p) of this correlation coefficient is 0.01, which is less than 0.05, thus implying that there is a statistically significant relationship between I do not put the job security of my employees on the line in the process of

presenting them with their mistakes and promoting a transparent work culture has motivated my team members to function in good faith and trust (r=.279, p>0.05).

5.36: The correlation (r) between always feeding my work associates with the implementation of plans that can assist them to function well in their areas of responsibility and the work policies established …

Correlations		I always feed my work associates with the implementation of plans that can assist them to function well in their areas of responsibility	The work policies established in my workplace are simple enough and do not put my workers and patients into stress and anxiety
I always feed my work associates with the implementation of plans that can assist them to function well in their areas of responsibility	Pearson Correlation	1	.293**
	Sig. (2-tailed)		.000
	N	251	248
The work policies established in my workplace are simple enough and do not put my workers and patients into stress and anxiety	Pearson Correlation	.293**	1
	Sig. (2-tailed)	.000	
	N	248	254

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

The correlation (r) between I always feed my work associates with the implementation of plans that can assist them to function well in their areas of responsibility, and the work policies

established in my workplace are simple enough and do not put my workers and patients into stress and anxiety is .293. This coefficient shows that there is a weak relationship between the two statements. The probability (p) of this correlation coefficient, which is 0.01, is less than 0.05, thus implying that there is a statistically significant relationship between I always feed my work associates with the implementation of plans that can assist them to function well in their areas of responsibility, and the work policies established in my workplace are simple enough and do not put my workers and patients into stress and anxiety (r=.293, p>0.05).

Table 5.37: The correlation (r) between I give opportunities to my workers to take part in work that can improve ethical standards and their personal experience, and the inability of people to abide by the ethical procedures.

Correlations		I give opportunities to my workers to take part in work that can improve ethical standards and their personal experience	The inability of people to abide by the ethical procedures in my workplace affects the performance level of task fulfilment in the establishment
I give opportunities to my workers to take part in work that can improve ethical standards and their personal experience	Pearson Correlation	1	.289**
	Sig. (2-tailed)		.000
	N	249	241
The inability of people to abide by the ethical procedures in my workplace affects the performance level of task fulfilment in the establishment	Pearson Correlation	.289**	1
	Sig. (2-tailed)	.000	
	N	241	245

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

The correlation (r) between I give opportunities to my workers to take part in work that can improve ethical standards and their personal experience, and the inability of people to abide by the ethical procedures in my workplace affects the performance level of task fulfilment in the establishment is .289. This coefficient shows that there is a weak relationship between the two statements. The probability (p) of this correlation coefficient, which is 0.01, is less than 0.05, thus implying that there is a statistically significant relationship between I give opportunities to my workers to take part in work that can improve ethical standards and their personal experience, and the inability of people to abide by the ethical procedures in my workplace affects the performance level of task fulfilment in the establishment (r=.289, p>0.05).

Table 5.38: The correlation (r) between I establish the values and awareness needed to form a relationship and interact effectively every day with people and delegating duties. Delegating duties is done in my work system based on the discipline of the staff.

Correlations		I establish the values and awareness needed to form a relationship and interact effectively every day with people	Delegating duties is done in my work system based on the discipline of the staff
I establish the values and awareness needed to form a relationship and interact effectively every day with people	Pearson Correlation	1	.309**
	Sig. (2-tailed)		.000
	N	243	240
Delegating duties is done in my work system based on the discipline of the staff	Pearson Correlation	.309**	1
	Sig. (2-tailed)	.000	
	N	240	251

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

The correlation (r) between establishing the values and awareness needed to form a relationship and interact effectively every day with people, and delegating duties is done in my work system based on the discipline of the staff is .309. This coefficient shows that there is a weak relationship between the two statements. The probability (p) of this correlation coefficient, which is 0.01, is less than 0.05, thus implying that there is a statistically significant relationship between establishing the values and awareness needed to form a relationship and interact effectively every day with people, and delegating duties is done in my work system based on the discipline of the staff (r=.309, p>0.05).

Table 5.39: The correlation (r) between I have gained the devotion of my employees by offering them the opportunity for growth and advancement in their careers, and the absence or illiteracy about the use of modern technology.

Correlations		I have gained the devotion of my employees by offering them the opportunity for growth and advancement in their careers	The absence or illiteracy about the use of modern technology disturbs achieving work progress in my health division
I have gained the devotion of my employees by offering them the opportunity for growth and advancement in their careers	Pearson Correlation	1	.153*
	Sig. (2-tailed)		.017
	N	248	242
The absence or illiteracy about the use of modern technology disturbs achieving work progress in my health division	Pearson Correlation	.153*	1
	Sig. (2-tailed)	.017	
	N	242	248

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

The correlation (r) between I have gained the devotion of my employees by offering them the opportunity for growth and advancement in their careers, and the absence or illiteracy about the use of modern technology disturbs achieving work progress in my health division is .153. This coefficient shows that there is a weak relationship between the two statements. I The probability (p) of this correlation coefficient is 0.05, thus implying that there is a statistically significant relationship between I have gained the devotion of my employees by offering them the opportunity for growth and advancement in their careers, and the absence of illiteracy about the use of modern technology disturbs achieving work progress in my health division ($r=.153$, $p>0.05$).

Table 5.40: The correlation (r) between Adherences to government promulgated laws can boost the efficiency of my work system and the use of old apparatus….

Correlations		Adherence to government promulgated laws can boost the efficiency of my work system	The use of old apparatus affects the rate of work performance and efficiency in my organisation
Adherence to government promulgated laws can boost the efficiency of my work system	Pearson Correlation	1	.272[**]
	Sig. (2-tailed)		.000
	N	253	245
The use of old apparatus affects the rate of work performance and efficiency in my organisation	Pearson Correlation	.272[**]	1
	Sig. (2-tailed)	.000	
	N	245	246

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

The correlation (r) between the adherences to government promulgated laws can boost the efficiency of my work system, and the use of old apparatus affects the rate of work performance and efficiency in my organisation is .272. This coefficient shows that there is a weak relationship between the two statements. The probability (p) of this correlation coefficient, which is 0.01, is less than 0.05, thus implying that there is a statistically significant relationship between the adherences to government promulgated laws that can boost the efficiency of my work system, and the use of old apparatus affects the rate of work performance and efficiency in my organisation (r=.272, p>0.05).

Table 5.41: The correlation (r) between the introduction of good moral behaviour can help health care unit improve substantially and obeying the occupational ethical conduct….

Correlations		The introduction of good moral behaviour can help the health care unit improve substantially	Obeying the occupational ethical conduct can boost the efficiency of my job administration
The introduction of good moral behaviour can help the health care unit improve substantially	Pearson Correlation	1	.661**
	Sig. (2-tailed)		.000
	N	252	250
Obeying the occupational ethical conduct can boost the efficiency of my job administration	Pearson Correlation	.661**	1
	Sig. (2-tailed)	.000	
	N	250	252

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

The correlation (r) between the introduction of good moral behaviour can help health care unit improve substantially and obeying the occupational ethical conduct can boost the efficiency of my job administration is .661. This coefficient shows that there is a strong and positive relationship between the two statements. The probability (p) of this correlation coefficient, which is 0.01, is less than 0.05, thus implying that there is a statistically significant relationship between the introduction of good moral behaviour can help the health care unit improve substantially and obeying the occupational ethical conduct can boost the efficiency of my job administration (r=.661, p>0.05).

Table 5.42: The correlation (r) between obtaining financial intervention from the government can enhance proficiency in my work coordination and the use of old apparatus…

Correlations		Obtaining financial intervention from the government can enhance proficiency in my work coordination	The use of old apparatus affects the rate of work performance and efficiency in my organisation
Obtaining financial intervention from the government can enhance proficiency in my work coordination	Pearson Correlation	1	.261**
	Sig. (2-tailed)		.000
	N	253	244
The use of old apparatus affects the rate of work performance and efficiency in my organization	Pearson Correlation	.261**	1
	Sig. (2-tailed)	.000	
	N	244	246

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

The correlation (r) between obtaining financial intervention from the government can enhance proficiency in my work coordination, and the use of old apparatus affects the rate of work performance and efficiency in my organisation is .261. This coefficient shows that there is a weak relationship between the two statements. The probability (p) of this correlation coefficient, which is 0.01, is less than 0.05, thus implying that there is a statistically significant relationship between obtaining financial intervention from the government can enhance proficiency in my work coordination, and the use of old apparatus affects the rate of work performance and efficiency in my organisation (r=.261, p>0.05).

5.5 Reliability and Validity

Reliability refers to the consistency of measurements. A measure is considered reliable if the same result is obtained repeatedly. Example: "If the assessment is designed to measure a characteristic (such as introversion), the result should be approximately the same each time the assessment is applied to the subject" (Cherry, 2013, p. 1). Reliability cannot be calculated accurately, but it can be estimated in a variety of ways.

"Cronbach's Alpha is a model of internal consistency reliability based on the average inter-item correlation of an instrument" (Rovai, Baker, and Ponton, 2014, p. 545). Cronbach's Alpha was recommended to measure internal consistency and reliability. Reliability tests with an alpha of 0.7 are generally considered reliable (Rovai, Baker & Ponton, 2014, p.385). Cronbach's Alpha reliability factor is generally between 0 and 1. However, there is no lower limit to the coefficient. The closer the Cronbach's alpha factor is to 1.0, the better the internal consistency of the items in the scale (Rovai, Baker & Ponton, 2014).

Cronbach's Alpha was conducted on the questionnaire and the results are as follows:

Table 5.43: Case Processing Summary

Case Processing Summary			
		N	%
Cases	Valid	188	72.6
	Excluded[a]	71	27.4
	Total	259	100.0

a. Listwise deletion based on all variables
in the procedure (missing data).

Table 5.44: Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.859	24

The questions in the questionnaire were drawn up based on the literature review. Cronbach's Alpha was used to measure the issue of reliability to understand whether the questions in the questionnaire all reliably measure the same underlying variable. The table above contains the results. Cronbach's Alpha was calculated at 0.859 which is above 0.7. In other words, the Cronbach's Alpha coefficient of 0.859 shows that the questionnaire was sound.

5.6 Conclusion

The discoveries from this research revealed that KwaZulu-Natal healthcare operatives are quite competent and have made reflective influences on the development of their respective regions where they serve. Relevant outcomes comprise the following:

i.   Gender impartiality is on track of being attained because the sheer number of female health care operatives now surpasses that of male counterparts.

ii.   This study further uncovered that youth are actively committed to operational management and approach of governance in KwaZulu-Natal health centres, which is a great push to diminish the problems of joblessness.

iii.   The operatives were able to promote agreeable ties with the people in their service centres.

iv.   Training, according to the research participants, is of great benefit to the operatives as it has enhanced their rational thoughts on the knowledge and skills required to govern their operational pursuits.

v.   The health care workers can now recognise the problems that take place in their respective units that are adversely affecting their duties.

vi.   The knowledge and use of information technology have made the personnel more effective, able to preserve bulk amounts of operational data, able to organise operational activities and reduce operational costs.

vii.   The influence of the health care sector is now providing the opportunity to improve the living conditions of people in society by meeting their health demands.

viii.   The operatives are not yet adhering totally to ethical procedures that affect the performance level of task fulfilment in the establishment. However, evidence from correlation (r) between the introduction of good moral behaviour can help health care unit improve substantially and obeying the occupational ethical conduct can boost the efficiency of their job administration.

The following chapter concludes this research and provides essential recommendations.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter concludes the study, the main aim of which was to uncover the influence of the practice of Operations Management on the manner of corporate governance within the KwaZulu-Natal Public Health Sector. The indolent performance of the healthcare workers required a study of this nature. Although the government of South Africa often attempts to enlighten the healthcare personnel, even at that, the health workers are still not credibly contributing to the areas where they serve (Kosciejew 2020). It was, therefore, essential to assess, from inside their work structure, to understand the factors impeding their positive contributions to the environment. In concluding this research, it is apposite to re-cap on the objectives that directed this study, examined discretely in this chapter.

6.2. Research Objectives

This study aims to uncover the influence of the practice of Operations Management on the corporate governance within the KwaZulu-Natal Public Health Sector. The objectives, listed below, were tested using a structured questionnaire out of which 259 healthcare administrators and officers replied. These respondents represent the sample size of this research from which the results were obtainable in the preceding chapter.

i.   To analyse whether executives and health representatives are able to engage in planning that creates the highest level of efficiency within the organisation;

ii.   To establish if the management exercises control that can promote rational decisions;

iii.   To determine whether, through the operational skills and exposure, the management can supervise and direct operational resources towards achieving the best efficiency;

iv.   To establish whether the executives and their subordinates can recognise the factors hampering OM and their method of corporate governance and

v.   To assess the extent to which health representatives can expedite the efforts of OM to implement effective corporate governance.

6.2.1 Addressing the first research objective

This objective was to examine the level of ability of healthcare administrators or workers in making plans that guide their operational activities. This outcome discovered was as follows:

i.   Primary findings

A larger percentage of the study's participants confirmed that their ability to make plans has positively contributed to their operational success. The ability to make proper planning has helped the respondents to work proficiently. They were able to handle duties without missteps. Moreover, the personnel were able to maintain updated corporate accounts on which to make decisions for future forecasts.

ii.   Secondary findings

Planning is an initial phase of the management or administration which describes a plot of where an organisation is heading and what approach to embark on to make a planning process realisable (Campbell 2012). It states the 'what' and 'how' of planning (Healey 2013). The 'what' of planning, in the view of Kumar, Raizada and Biswas (2014), represents the many ambitions or objectives of the organisation and the 'how' of planning defines the organisation's strategies to accomplish these objectives. Therefore, to implement plans, work leaders and their subordinates must be able to organise, lead and control the corporate resources to achieve the envisioned goals of the organisation, irrespective of whether they are long-, short- or medium-term goals (Wirtz *et al.* 2016). Conversely, corporate activities can be exposed to perils and failure where planning to start and develop operations is lacking (Kerzner 2017). If corporate establishments were to subsist, mature and be properly established, the healthcare leaders and their personnel must understand how to make a plan, set policies and procedures, as well as budgets, that can provide the basis for successfully operating a business (Gilson and Agyepong 2018).

6.2.2 Addressing the second research objective

The second research objective was founded to establish whether management can exercise control that can promote rational decisions.

i. Primary findings

The responses from the respondents disclosed that healthcare can exercise control that can promote rational decisions. They can set performance standard measures for their operations; not endanger the job security of the workers; are able to set established work policies that are simple enough without putting the workers and patients into stress and anxiety; are able to mentor and train the employees in how to maintain their positive attitude They are able to promote a transparent working culture that can motivate the team members to function in good faith and trust.

ii. Secondary findings

Organisational control is crucial, as it helps determine oversights, faults, inaccuracies and variations from values in order that corrective actions can be taken to achieve goals (Petersen 2018). The purpose of organisational control is to ensure that a specific function is performed according to established standards. Work managers and executives must exercise control through information feedback to express incongruities from norms and introduce changes. By doing this, the work leaders can compare performance with a standard and initiate corrective action where relevant.

6.2.3 Addressing the third research objective

The third objective of the study was tested to ascertain whether, through operational skills and exposure, the management can supervise and direct operational resources towards achieving the best efficiency.

i. Primary findings

Indication from the replies of the respondents showed that healthcare personnel possess the operational skills and exposure required for the management, supervision and direction of operational resources towards achieving the best efficiency. They agreed that their experience has enabled them to establish the values and awareness needed to form relationships and interact

effectively with people; they have gained the devotion of their employees by offering them the opportunity of growth and advancement in their careers; they give opportunities to their workers to take part in work that can improve moral standards and their personal experience; they admit their mistakes and make changes to correct their errors and promote sharing of knowledge that delivers prompt services, as well as to avoid future errors.

ii.　　Secondary findings

Enabling people in the workplace to share their experiences, as leaders, allows subordinates to develop as they discuss, learn, and understand one another, expressly when to make decisions, when to make a plan, and when to drive innovation (Madlala 2018). With constant training and supervision, personnel can gain exposure to different viewpoints, functions, and solutions, in addition to those they usually contend with in their daily operations (Yoo, Gough and Kay 2020).

6.2.4 Addressing the fourth research objective

The fourth objective of the study addresses the issue of whether the executives and their subordinates can recognise the factors that hamper OM and their methods of corporate governance.

i.　　Primary findings

This objective is an intercept review of whether the executives and their subordinates can recognise the issues that impede operation management and the approach of corporate governance in their work system. Likewise, additional analysis was carried out to know if work executives delegate duties to their subordinates, and whether the subordinates can work under pressure and comply with the ethical procedures that direct their operational affairs. The findings from the study reveal that the majority of work executives supports developing the competencies of their workers by delegating duties to them, which is a good way to promote their operational skills and effectiveness. Moreover, the subordinates can work under pressure. However, the respondents' responses also stated that workers are not truthfully observing ethical conduct that guides their operations.

ii.　　Secondary findings

According to Haselhuhn, Wong and Ormiston (2017), effective leaders in an establishment recognise what obligations to delegate to enable themselves to have opportunities to design ideas, to work with people as a team and supervise the activities of workers while, in turn, giving them fitting opportunities to correct their mistakes, as well as developing their competence. Once work executives have delegated some duties to their workers, discussions should be held with those worker to whom the duties have been assigned. . This is to ensure clarity of purpose as to how to handle the newly assigned responsibility by communicating the due protocol or ethical standard for carrying out the duty to avoid errors. When an organisation is recognised to behave ethically, such an establishment can realise positive gains and better operations outcomes (De Roeck and Farooq (2018). The awareness of ethical conduct can boost an operative's accomplishment, work satisfaction, work dedication, belief, and managerial social commitment. Likewise, a lack of ethical conduct can trigger pressure among workers, with some disliking those who do not comply with the rules and still manage to progress (Grigore, Stanescu and Stoicescu 2018). Unethical performance in the workplace can result in a lack of belief or trust, which is damaging to a corporation that banks on cooperation. When employees perceive that behaving ethically and obeying the workplace policies appear not to add value to their work effectiveness, they experience a lack of motivation, and the result may lead to a reduction in operations. (Kim 2019). When a manager, leader or business exhibits a lack of ethical behaviour, respect from these employees is lost and it will be difficult for such a business to grow, mature and succeed because of the loss of credibility. To eradicate all the elements of unethical conduct that can destroy the reputation of an establishment, it is pertinent that work leaders set practical objectives for their workers, steadily check their operations and practise what they preach to ensure that everybody is on the same page (Schaefer and Bouwmeester 2021).

6.2.5 Addressing the fifth research objective

The fifth objective of the study was to assess the extent to which health representatives can expedite the efforts of OM to implement effective corporate governance.

i.   Primary findings

The outcome of the study conducted on health care units indicated that health representatives can advance the strength of operations management if they introduce, embrace, and conform with the good moral or ethical conducts that regulate their system. Also, abiding by government promulgated laws can boost the efficiency of their work system. Further than that, their ability to give direction, tutor, and inspire people will aid the managing of their work activities.

ii. Secondary findings

According to Stecker (2016), the government established the law which stipulates the theoretical basis for good governance because it provides a tool to avert illogical use of power and a solution to the damages brought about by inappropriate use of power. The work leaders owe a duty of accountability to enlighten the people they govern on the need for which procedures and good moral conducts are critical in their workplaces.

6.3 Recommendations

Based on the outcome of this study, the following recommendations are made to the healthcare representatives.

6.3.1 Awareness of impairment

To handle the issue of **'Awareness of impairment',** in the healthcare system in the Province of KwaZulu-Natal, healthcare operatives should be proficient with knowledge. This is to enable them to run the affairs of their administration by imbibing the management functions of planning, organising, controlling, supervising, staffing, coordinating, and leading into the unit they represent, whereby people and resources are adequately managed. Knowledge and awareness will not only enable each worker in every unit of the health care system to be cognisant of knowing what to do in terms of fulfilling obligations, but also to observe each ethical code that drives their establishment to do what is just. People will be free from presumptions and preconceived notions and able to build better relationships. Healthcare units and representatives must embrace transparency, accountability, fairness, and integrity to establish corporate values that all employees

will emulate. In doing so, they will be able to encourage learning and instil good moral conduct that can generate a successful and flourishing corporate establishment.

6.3.2 Improvement

Introduction of good moral behaviour can help the health care unit improve substantially and boost the efficiency of their job administration. To ensure improvement in healthcare system, the administrators must lead others by exhibiting good conduct that people can see, belief and replicate. In addition, they must understand that their conduct and behavioural attitude is representation of organisation they belong to. Hence, they must represent their profession and work system well while exemplify good conduct by practice what they preach.

6.4. Proposed future research

The results from this research have proven that more study needs to be done on the following aspects of corporate governance:

i.   Awareness of impairment. It is suggested, outside the framework of this study, that other scholars and researchers should perform further exploration on the necessity for healthcare administrators and their operatives, to execute proper feasibility studies for them to be able to behave ethically by following the codes of conduct that manage their operations.

ii. Improvement: Suggestion is made to Government schools and institutes of learning to establish a curriculum on ethics as a course of study. This will allow students to have ideas and knowledge of organisational ethics, specifically when they are in the labour market as work executives, operatives, or business owners.

iii. A final proposal is that researchers should examine how people can comply with moral standards and tackle the gross misconduct in their areas of residence to ensure that people can regulate their behaviour and enjoy their lives with convenience and in safety.

6.5 Conclusion

This research has found that many of the interviewees are young people, the larger proportion of which are women, and the effect has provided an avenue for issues about gender inequality in the workplace and in society. The painstaking ability of the women has begun to contribute positively to the development of units, areas and sectors where they operate. This research work, on the operational management of public health sectors, was carried out in the KwaZulu-Natal healthcare centres. The facts ascertained therefrom revealed that healthcare administrators, their healthcare operatives, and the people they serve did not comply wholly with ethical rules that administer their corporate body, which is one of the basic criteria for which their business operations can flourish. The reason for this flaw emerged from the poor, lackadaisical attitude towards complete compliance with work ethics and their obligations for which they are called to serve, as well as lack of knowledge or information on which to base their decisions.

To launch a remedy to rectify the problem of lack of awareness on which prompt decisions should be made as well as improvement, workplace leaders must ensure clarity of purpose or duty and ensure that the flow of information to their subordinates is free of ambiguity to avoid misconceptions of an idea. Training the employees to enhance their competence will be of advantage to their corporate establishment as the acquired skills, experience and knowledge would promote efficient service delivery to their patients. This will send a positive message to the public that the health workers care about their wellbeing, thus building a good reputation for their industry. This study has suggested that knowledge is needed to be used as a weapon and avenue of enlightenment on ethical compliance, both within the internal and external circles of their operations. When the operatives are intelligently informed and skilled, they will be able to exercise their wealth of experience to improve the operational functions in their corporate organisation. In addition, institutions of higher learning should incorporate the study of ethics as a course in their core curriculum to develop the youth regarding what is right and wrong, from the undergraduate to graduate phases. The knowledge gained will serve as a guide of good behaviour in their way of life, not only when in the labour market but also in environmental sustenance and sustainability of society as a whole Building a strong and ethical reputation of dedication and devotion in health care services takes consistency, transparency, teamwork, similar ethical values and a calling to

help humanity. It also requires sufficient transparent remuneration, and not corruption, to recognise the value of dedicated and knowledgeable health care workers, irrespective of gender, culture or race.

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19th October 2020

Durban University of Technology

Faculty of Management Sciences

Midland Campus

Durban

4000

Request for Permission to Conduct Research

Dear Dr. Elizabeth Lutge,

My name is Nozipho Elsie Mthembu, a PhD student at the Durban University of Technology. The research I wish to conduct for my PhD involves *Analysing the influence of Operations Management as an approach to sustaining effective Corporate Governance in the Public Health Sector: A case study of the Provincial Department of Health*.

I am hereby seeking your consent to conduct research and administer my questionnaire in KwaZulu-Natal Health Care Units.

I have provided you with a copy of my proposal which includes copies of the data collection tools and consent and/ or assent forms to be used in the research process, as well as a copy of the approval letter which I received from the Institutional Research Ethics Committee (IREC).

For any further information, please do not hesitate to contact me on 0720686238 or Noziphomthembu4@gmail.com. Thank you for your time and consideration in this matter!

Yours sincerely

NE Mthembu

Nozipho Elsie Mthembu

Durban University of Technology

Appendix B

……………………………
……………………………….

Dear Respondent,

LETTER OF INFORMATION

I am a PhD student at the Durban University of Technology. I seek your understanding and contribution to my PhD thesis titled:

"Analysing the influence of Operations Management as an approach to sustaining effective Corporate Governance in the Public Health Sector: A case study of the Provincial Department of Health
".

This purpose of this study is to uncover the influence which the practice of operations management has on the manner of corporate governance amongst the KwaZulu-Natal Health sector. The study will comprise questionnaires and interviews. Questionnaires will focus on whether health operatives have a practical understanding of how to improve their daily operational system in such a way that they improve their mode of corporate governance. The interviews will focus on challenges that prevent efficiency of health care operators in the course of discharging their duties. The findings ascertained will give exposure to the health care industry and their representatives on how their manner of Operations Management can impact effective governance. This will enable a benchmark to be established to enable reformation to take place by using a good system of corporate governance Questionnaires will be hand-delivered to all respondents and an explanation given on the purpose of the study. All interviews will be conducted at a place, time and date that is convenient for you. The interview should be between 20 – 30 minutes. All respondents can withdraw at any time. All information will be treated as anonymous and confidential. Prior approval from each respondent will be gained before any names are used in the body of the research.

I wish to clarify that you can withdraw from participation on the account of any situation that may cause you any inconvenience regarding this programme as no penalty will be levelled against you. Your name will also not be required in the responses you make. All information provided will be held in confidence, in line with the University's strict policies and guidelines.

Finally, you can reach me or my supervisor for any query, additional information or any unclear statement concerning this questionnaire at the contact numbers listed below.

I thank you in anticipation.

Researcher's Name: Nozipho Elsie Mthembu Cell Number: 0720686238

Supervisor: Prof. B I Dlamini   Cell Number: 072 556 2801

DUT Institutional Research Ethics Administrator   Tel   : 031 373 2577

The Director: Research and Postgraduate Support, Prof S Moyo on 031 373 257

Appendix C

RESEARCH QUESTIONNAIRE *(SAMPLE)*

Please tick the relevant box below

Section A: Demographic Section

1. Gender

Male	Female

2. Age

Less than 21years old	21-30	31-40	41-50	51 and above

3. Race

Black	Coloured	Indian	White

4. Level of Education

Matric/ Grade 12	Professional Certificate	Diploma	Degree	Post-Graduate Degree

5. Years of experience

1-10 years	11-20 years	21-30 years	31-40 years	More than 40 years

6. Management level

Top management level		Middle management level		Lower management level	

The under-listed sections demonstrate the level of your adherence to support the statements below by appropriately ticking the best fitting box to portray your intention, (that is, either Strongly Disagree; Agree; Not Sure; Disagree or Strongly Agree).

Section B: Planning

7. By studying the progress of operations in my organisation, I can determine what is needed to be improved operationally.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

8. From the trend of work activities, I can envision the possible risk factors and develop plans that can assist me to reach the intended destination of my organisation.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

9. Arranging free-association gatherings with my staff and patients help me to determine the skills needed to solve problems hindering the set goals and objectives of my health unit.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

10. I always feed my work associates with the implementation of plans that can assist them to function well in their areas of responsibility.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Section C: Control

11. By setting performance standard measures, I can be aware of deviations in the service areas of my department and put instant corrective measures in place

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

12. I do not put the job security of my employees on the line in the process of presenting them with their mistakes.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

13. The work policies established in my workplace are simple enough and do not put my workers and patients under stress and anxiety.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

14. I mentor and train my employees on how to maintain their attitude for the betterment of my organisation and encourage them to correct the areas where their weaknesses can be harmful to the development of the establishment.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

15. Promoting a transparent work culture has motivated my team members to function in good faith and trust.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Section D: Exposure
16. I establish the values and awareness needed to form relationship and interact effectively every day with people.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

17. I have gained the devotion of my employees by offering them the opportunity for growth and advancement in their careers.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

18. I give opportunities to my workers to take part in work that can improve ethical standards and their personal experience.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

19. When my work colleagues call my attention to the mistakes committed by me in discharging my duty, I admit my mistakes and make changes to this effect.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

20. Promoting knowledge sharing and experience in my work place has helped in time conservation, prompt services delivery and the avoidance of error.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Section E: Awareness of impairment

21. Delegating duties is done in my work system based on the discipline of the staff.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

22. Working under pressure has no effect on the service delivery rendered by my work unit.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

23. The inability of people to abide by the ethical procedures in my workplace affect the performance level of task fulfilment in the establishment.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

24. The use of old apparatus affects the rate of work performance and efficiency in my organisation.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

25. The absence of or illiteracy about the use of modern technology disturbs achieving work progress in my health division.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Section F: Improvement

26. Adherence to government promulgated laws can boost the efficiency of my work system.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

27. The introduction of good moral behaviour can help health care units improve substantially.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

28. Obeying the occupational ethical conduct can boost the efficiency of my job administration.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

29. financial intervention from the government can enhance proficiency in my work coordination.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

30. My ability to give direction, tutor, and stimulate people can aid the structuring of my work activities.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

THANK YOU FOR PARTICIPATING.