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LEADERSHIP AND THE IMPLEMENTATION OF STRATEGIC PLANS IN SAPS

By

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A research report submitted to the Faculty of Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Management in the field of Public and Development Management (P&DM)

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ABSTRACT

People around the world have basic needs that have to be met; one of those needs is the need for protection. People need to feel safe and secure in their environments and in their homes. In South Africa the South African Police Service is tasked with the responsibility to ensure that people are, and feel, safe. To realize this need of protecting the people, a strategy that will detail how the citizens will be protected is necessary. To implement the strategy, capable leadership is necessary to ensure that the strategic plan is successfully implemented. Leadership style and personal relationships play a vital role in implementing the strategy. The type of leadership at each station will determine whether the station succeeds or fails in operationalizing the strategy, hence a distinction in the province between the poor performing stations and the best performing stations.

There are also leadership strategies for consideration in the implementation of strategic plans in SAPS. For example, the leadership has to give serious consideration to the issues of the structure, police culture, resources, to ensure that there is proper alignment between the resources and the structure, over and above the leadership style and type.

This study investigates the leadership style at the Rabie Ridge Police Station and how their leadership style impacts on the implementation of the strategic plans as well as challenges encountered when implementing the strategic plans, to ensure that the citizens are, and feel, safe. This was explored from the transfomational Leadership theory perspective. The study employed a qualitative approach and designed a semi-structured questionnaire for in-depth interviews with the intention to solicit responses. The research demonstrated that there is team work and commitment by the members at the station in implementing their strategic plans, hence their good performance as demonstrated by the SAPS performance chart. The study also showed that there is a challenge in

communication as most respondents seldom meet with their leadership. It is therefore recommended that there be enhancement of communication skills to ensure proper communication as well as the encouragement of open door policy for members to share any dissatisfaction with their leadership.

DECLARATION

I declare that this report is my own, unaided work. It is submitted in partial fulfilment of the requirements for the degree of Master of Management in the field of Public and Development Management (P&DM) in the University of the Witwatersrand. It has not been submitted before for any degree or examination in other university.

_____

Monicca Dilahloane Masufi

January 2012

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CHAPTER ONE
INTRODUCTION

1.1 BACKGROUND TO THE RESEARCH PROBLEM

People around the world have basic needs that have to be met. To meet these basic needs, people need to be developed so that their lives can be improved. One of these needs is the need for protection. People need to feel safe and secure in their environments and in their homes. To realize this need of protecting the people, a strategy that will detail how the citizens will be protected is required. To implement the strategy, capable leadership is required to ensure that the strategic plan is successfully implemented.

In Africa, there are various police services that play a role in ensuring that citizens are safe and secure in their homes and their environments. In South Africa, for instance, the South African Police Service prior to 1994 was a military-styled oppressive force that comprised the former homelands police departments that were weapons of the then Apartheid government, used by the National Party government to carry out their oppressive and discriminatory acts against other racial groups, instead of protecting them. After the advent of democracy in 1994, when the new government ascended to power, these police forces were amalgamated and this resulted in one democratic police service that was expected to respect basic human rights and serve the interests of the people in delivering quality services. Therefore there was a need for fundamental reassessment of policing (Conradie & Morrison, 2001: 1) hence a need for a strategic plan and leadership to guide the SAPS in implementing the new vision and mission.

In Gauteng Province the policing precincts are divided into 22 manageable clusters, whereby stations that are situated geographically adjacent are

grouped into clusters. These policing clusters are led by a more senior, experienced cluster head whose responsibility is to oversee all the stations within the cluster, ensuring that there is proper co-ordination of effective and responsive policing within and across the stations in the cluster.

Citizens can access the services rendered by SAPS through the local police stations. Each police station within the cluster is led by a senior and experienced Station Commander.

The leadership of each police station has a responsibility to operationalize the strategy developed at the provincial level, to address the crime committed in their policing precinct.

Leadership style and personal relationships play a vital role in implementing the strategy. The type of leadership at the station will determine whether the station succeeds or fails in operationalizing the strategy, hence a distinction in the Province between the poor performing stations and the best performing stations. This depends, among others, on how the station enforces the strategy.

The leadership of the cluster head is also of utmost importance as her or his role and responsibility, among others, is to give guidance and direction to the Station Commanders in operationalizing the strategic plans by assisting them in identifying the crime prevention needs, and sharing such information with other role-players and external stakeholders in order to facilitate long-term proactive measures.

This research focuses on the leadership of the Rabie Ridge Police Station and how it impacts on their ability to implement the strategy in ensuring that citizens are, and feel, safe.

1.2 PROBLEM STATEMENT

The SAPS Strategic Plan 2010/2014 is developed at the National level, and then cascaded down to the provincial level whereby the provinces will align the strategy with their provincial policing needs and priorities, and is then operationalised at the local level, i.e. at the police stations. Therefore police stations within the Gauteng Province will operate within the same strategic plans in fulfilling their mandate.

Leadership at SAPS in the Gauteng Province tends to hinder effective strategy implementation because even though the police stations use the same strategic plans, there is an uneven level of performance between different police stations. There are those police stations that are under-performing and those that will perform optimally in terms of their reaction time when attending to complaints, their visibility, their arrest and seizure rate, crime detection rate, their cases-to-court rate, as well as their conviction rates.

Although there are a number of studies of the SAPS in terms of HIV/AIDS, transformation and gender representatively, little information is available on issues of leadership and strategy implementation. To address this knowledge gap, this study will look at leadership and strategy implementation at the Rabie Ridge Police Station. There is a research need to identify as well as to clarify reasons why there is uneven performance, the style of leadership, as well as the role of leadership in the implementation of the strategic plans.

1.3 PURPOSE OF RESEARCH

The purpose of this research is to:

- Investigate factors leading to the problems encountered during strategic plans implementation.
- Present the findings.
- Interpret and analyze the findings.
- Recommend leadership strategies for consideration in the implementation of the strategic plans.

1.4 RESEARCH QUESTIONS

The research questions to be addressed are:

- What are the factors leading to problems encountered during implementation of strategic plans?
- What are the leadership trends in the implementation of strategic plans in the SAPS?
- What are the leadership strategies for consideration in the implementation of strategic plans in the SAPS?

1.5 SIGNIFICANCE OF THE STUDY

The research results will be of utmost importance as they will benefit the leadership of the Rabie Ridge Police Station. The results will also benefit other leaders and potential leaders at other police stations within the cluster and in the Province, as they will benchmark and learn from the leadership challenges experienced at the SAPS Rabie Ridge, the effective leadership style to employ in different situations, as well as to learn from the recommendations in order to improve police station performance.

The results will also be generalized throughout the continent as well as globally as there are organizations everywhere in the world who are faced with the same leadership challenges and who aspire to provide better services to their clients, so these results could be of great benefit to them.

The proposed change management system in the leadership of the station management will benefit the community as they will receive better services.

1.6 CONCLUSION

The leadership of the police station is tasked with the responsibility to align the provincial strategic plans with their policing needs and priorities in order to implement the strategic plans effectively and efficiently. Leadership style and personal relationships play a vital role in implementing the strategy. The type of leadership at the station has the potential to make or break the station, therefore it is y vital to ensure that good leadership qualities and styles are used in realizing the vision of the station as well as to ensure that the working environment is conducive to allow the members to perform to the best of their ability. This will also benefit the community at large as they are the clients and recipients of the services delivered by the police station.

CHAPTER TWO
LITERATURE REVIEW

2.1. DEFINING LITERATURE REVIEW

Literature review involves the review of the accumulated knowledge about a specific question or situation. Leadership and strategy are two broad yet inter-related concepts. It is therefore important that the researcher has a clear understanding of these concepts and the context in which they will be applied in this study. It is critical in this study to establish what is already known about issues concerning leadership and the implementation of strategic plans globally as well as locally in the Police Service. It is of utmost importance to find as much information as possible concerning the topic, which will assist the researcher to save time and effort and avoid duplication.

According to Neuman (2011: 111), literature review is based on the assumption that knowledge accumulates and that people learn from, and build on, what others have done. The researcher in attempting to understand how the two concepts of strategy and leadership complement one another and in order to understand how the leadership implements the strategic plans globally, nationally and locally at the SAPS Rabie Ridge, as well as the challenges encountered in their strategic plan implementation, had to learn more from the collective effort of other researchers as they share their results with one another as a community.

The researcher will review the previous studies in order to inform the current research questions. Neuman (2011: 111) reiterates that today's studies build on those of yesterday. Badenhorst (2007: 43) also supports this as he says literature review is the place where previous research is discussed and current research is located. The reviews contain an

argument of what exists in the literature with evidence drawn from books and articles to support the claims made. Therefore, the researcher will substantiate the arguments with evidence drawn from reputable sources of information. The researcher's intention in drawing on previous studies is to compare research findings with what was found previously as well as to replicate the findings.

Furthermore, according to Marshall and Rossman (1999: 43) a thoughtful discussion of related literature builds a logical framework for the research and sets it within a tradition of inquiry and context of related studies. They therefore list the following as the functions of literature review:

- Literature review is an excellent source for selecting or focusing on a topic, as it reduces the chances of selecting an irrelevant or outdated topic by investigating what has already been done in a particular problem area.
- To ensure that nobody else has already performed what is essentially the same research.
- To identify deficiencies in the previous research and argue that the proposed study will fill a proven need.
- To demonstrate that the researcher is knowledgeable about related research and intellectual traditions that surround and support the study.
- To refine and redefine the research questions related to tentative hypotheses by embedding those questions in larger empirical traditions.

In support of what Marshall and Rossman says, Neuman (2011: 111) also reiterates that the goals of literature review are:

- To demonstrate a familiarity with a body of knowledge and establish credibility.

- To show the path of prior research and how a current project is linked.
- To integrate and summarize what is known in an area.
- To learn from others and stimulate new ideas.

Therefore the researcher, in pursuit of knowledge, studied the following sources of information with the intention of learning from the previous studies undertaken on the topic of leadership and strategic plan implementation:

- Books
- Scholarly research articles
- Journal articles
- Dissertations
- Government documents.

Reviewing the sources of information listed above assisted the researcher as most of them report on empirical research and are mostly accurate, objective and thought-provoking.

2.2 DEFINITION OF LEADERSHIP

Swanepoel *et al* (2003) defines a leader as an accepted, inspiring person who demonstrates a natural ability in a situation, and inspires others to follow willingly an ideal vision, whilst Kouzes and Posner (1987: 32) affirm the definition by saying leaders are those who step out to show others a direction in which to head, they create a new order, or they venture into uncharted territory. This definition speaks to the leadership that is ideal for the police station environment, looking at the nature of the police work. Leadership at the SAPS Rabie Ridge ideally has to be inspiring, visionary, and giving direction, also being transformative as well as acting as change agents in order to move the officials from one level of performance to

another level which is higher and better and that can yield better results when implementing the station's strategic plans. All these qualities are embedded in the transformational leadership theory which will guide the project.

Meyer and Boninelli (2004: 4) defines leadership as great leaders who enable ordinary people to do extraordinary things and engage people in causes. Kouzes and Posner (1987: 32) reiterate that leadership is the ability to challenge the status quo, inspire a shared vision, empower others to act, model the way and encourage the heart. A transformational leader has to have the ability to change things around, come up with innovative ways to change the way things are done, and strive for perfection.

The South African transformational agenda requires, for example, the respect for human rights which will ensure that there is transformation on the part of the police from their apartheid police practices to the democratic police practices. The leadership has to therefore transform their members and instil in them a sense of commitment and passion in rendering e services to the communities in a respectful manner. This has to start with the leadership as they have to be exemplary. This is confirmed by Munroe (2005: 52) when he defines leadership as the capacity to influence others through inspiration motivated by a passion, generated by a vision, produced by a conviction and ignited by a purpose.

2.3 THE EVOLUTION OF THE CONCEPT OF LEADERSHIP

The concept of leadership has evolved over time. Leadership has from early history been viewed as an organization of people to achieve a common goal. Scholars of leadership have as a result conducted various research and produced theories that involved traits, functional, situational and behavioural interactions. They also looked at the theories involving power, vision and charisma, among other attributes.

The trait theorists were of the view that there are traits of leadership and great leaders have traits that differentiate them from non-leaders. Erasmus *et al* (2003: 344) attest to this as they argue that early research found that great leaders possess traits that distinguish effective leaders from ineffective leaders or non-leaders. Since 1940, the trait theorists tried to distinguish traits common to leadership that can differentiate leaders from non-leaders but the studies came to the conclusion that none of those common traits exists.

In the late 1940s and 1950s the situational theorists emerged and posited that leadership is not characterized by individual traits but by situations. The situational theorists argued that leadership behaviour and style may be appropriate in one situation but not in another situation. For example, the authoritarian leader works better when there is a crisis and the leadership has to make unpopular decisions. The disadvantage is that it fails to win hearts and minds of the followers, whilst the democratic leadership style works best in situations that necessitate consensus and compromise. There is the *laissez-faire* style which gives freedom but leaders are not in charge and are more often regarded as failures. For a police station situation, where a manager has to make unpopular decisions most of the time because of the nature of the work, the transformational leader has to strike a balance between the leadership styles to ensure peace and harmony in the workplace.

The behavioural and style theorists emerged, whereby scientists like Skinner developed the positive reinforcement concept which posited that positive reinforcement increases the likelihood of that behaviour in future. At police stations, whenever members perform exceptional duties, the leadership must make it their responsibility to acknowledge the good work and reward it if possible. Rewards do not have to be in monetary terms always, even a thank you and a pat on the shoulder go a long way in

ensuring that the members are motivated and encouraged to continue with the good work.

Functional theories were followed by transactional and transformational theorists. The transformational leader is a leader that motivates his or her followers to be the best they can be, and motivates them to be effective and efficient. Communication is vital for goal achievement. The leader is forever in the midst of his/her followers, highly visible and uses chain of command to get the job done. The leader is highly innovative, always looking forward to moving the organization to reach its vision. The leader is always focusing on the big picture and needs to be surrounded by people who are vigilant, and taking care of the details. This is the kind of leadership suitable for the Rabie Ridge Police Station, to take it from one level of excellence to the next.

2.4 COMPONENTS OF LEADERSHIP

The vision of every organization is to be the best it can be, to move incrementally from one level to the next. The police stations are not exceptions. There are components of leadership which can assist the leadership of any organization to better understand the concept of leadership. These components of leadership are authority, power, delegation, responsibility and accountability. To have a good leadership and the best implementation of the strategic plans, there is a need to maintain the balance of the leadership components. If one of the components is used excessively, there will be some crisis and dissatisfaction among the followers; therefore there is a need for leadership to maintain the balance to avoid crisis and dissatisfaction. For example, too much authority must be avoided as this could contribute to an overly autocratic leadership style which could lead to interpersonal crisis that will demotivate the subordinates. On the other hand, if the management is too lax, given too much freedom, not caring what the

subordinates are doing, it will be *laissez-faire* and will have a negative outcome for the organization. Therefore for the proper implementation of strategic plans in ensuring that the citizens of the Rabie Ridge Police Station are and feel safe, it is important for the station leadership to understand the relations as well as to uphold the balance of the components of leadership

2.4.1 Authority

The leadership at the Rabie Ridge Police Station is given the right to perform certain tasks. These powers are referred to as delegation of authority where they are authorized to do certain duties. For a leader to be effective and efficient in performing his/her leadership duties he has to have authority or else nobody will take him/her seriously. As a leader, one is expected to give direction and guidance to his/her followers and without authority, subordinates are less likely to follow instructions. At police stations, the managers have formal authority vested in them through their ranks. This authority puts them in a position to instruct the officials to perform certain duties as well as to impose punitive measures in cases where their instructions are not fulfilled.

2.4.2 Power

Power is defined as the authority to influence the behaviour of others. Leadership can influence their subordinates and also apply their authority in the best way because they have the power to do so. A leader needs power to influence followers and without it, it will be difficult to convince them to do the work. Power has to be coupled with authority in order to work effectively. Power, unlike authority, is not acquired through ranks but a leader has to earn it. Research on management has identified the following kinds of power:

2.4.2.1 Legitimate Power

Legitimate power is the authority that the organization grants to a particular position. For example, at police stations the station commander is given the authority to be the overall head of the police station, while the branch or unit commanders are granted the authority to be the heads of their units**.**

2.4.2.2 The Power of Reward

This is the power to give or withhold rewards. For example, in police stations, the unit commanders when awarding overtime assignments have the power to decide who to choose or not, especially being aware that every official is interested as there is money involved. Therefore the value of the power of reward lies in the way the subordinates value the power; for example, the more subordinates perceive the rewards to be important, the greater the reward power the leadership has.

2.4.2.3 Coercive Power

Coercive power refers to power to enforce compliance through fear. The fear can be either psychological or physical. For example, the leadership can use emotional or psychological fear like threatening members with dismissal or excluding them socially or excluding them from opportunities, such as refusing to nominate a member for courses that can benefit him/her.

2.4.2.4 Referent Power

Referent power is the personal power that a leader has. When a leader has this power, followers tend to follow because they like, respect or

identify with the person. It is through personal characteristics that people identify with him/her.

2.4.2.5 Expert Power

This is the kind of power that is based on knowledge and expertise which a leader has. A leader who has knowledge and expertise will have special power over those who can benefit from his/her expertise or information.

To be a strong leader, you have to possess all the above-mentioned powers, but it is also not only managers who possess such powers but subordinates who can also have such powers, therefore leaders should use their power in a way that maintains a healthy balance between their own power and that of their subordinates.

2.4.3 Delegation

The managers also have the right to delegate. At the police station, the station leadership is most of the time involved in administrative duties and therefore cannot be everywhere at the same time. They have to delegate duties to the subordinates and have assurance that the work will be done. For instance, at the Rabie Ridge Police Station, the leadership has delegated powers to the warrant officers to be the shift commanders.

2.4.4 Influence

Influence has to do with the impact a leader has on his/her followers and includes the power to inspire, to guide and to encourage. This is an important attribute of a leader. For example, a leader at the police station must be able to influence the members to perform duties like raiding of suspects, even though it is risky, showing the benefit and encouraging them to perform such duties.

2.4.5 Responsibility and Accountability

This refers to the obligation that a leader has to perform certain duties as well as being answerable. A leader has to account for his/her actions as every action taken will have consequences and there is thus an obligation to act in a responsible manner and be an example to one's followers.

2.5 DYNAMIC ENGAGEMENT

There are many enquiries into new leadership models made in an effort to construct the ultimate leadership model. One such line of enquiry into leadership behaviour is branded dynamic engagement. In this scenario, the researchers revisited the basics of leadership and distinguished five fundamental practices and ten behaviours of exceptional leaders. The exceptional leaders, as evident in transformational leadership style, apply these practices and behaviours to move things around in order to get extraordinary things done.

2.6 PRACTICES AND BEHAVIOURS OF EXCEPTIONAL LEADERS.

According to Kouzes and Postner (2005: 14) the following are the five practices and behaviours of exemplary leaders as evident in the Transformational Leadership Theory.

2.6.1 Model the Way

Kouzes and Postner (2005: 15) are of the view that as a leader, titles are granted, but it is a leader's behaviour that wins his/her respect. The SAPS as an organization is a rank and file structure whereby those in the upper ranks are given the recognition and respect by being saluted by the lower ranks (the non-commissioned officers). But even though the lower ranking

officials have an obligation to respect the ranks or titles of the commissioned officers, it is not their titles that will win their subordinates' respect but their behaviour. Leading means they have to be good examples to their subordinates.

It is the view of Kouzes and Postner (2005: 15) that leaders must model the way and to do this they must clarify values. Leadership at the station must understand that the lower ranking officials look up to them and they must therefore set examples and strive for perfection at all times. They must understand that whenever they speak and act, they do so not representing themselves but on behalf of the organization, therefore they must forge agreement around common principles and common ideas. In democratic policing, as a leader, discussion with members is important to reach consensus and to forge agreement. This creates a sense of ownership of whatever decisions or tasks are to be undertaken by team members.

Kouzes and Postner (2005: 16**)** observe that a leader's deeds are more important than their words when one wants to determine how serious leaders really are about what they put forward. Leaders must avoid sending contradictory messages to their subordinates by communicating something yet doing the contrary of what they communicated.

Operational and strategic plans are good and it is important to have management tools but over and above this well-structured plans and team spirit is very important and necessary, whereby the leader will spend time with colleagues not only officially but unofficially as well where informal discussions can take place about values and priorities. Such settings will also assist in people getting to know each other better and will assist in knowing how to treat each other as colleagues. Team building exercises are also useful in this regard. Kouzes and Postner (2005: 16) explain that modelling the way is about earning the right and the respect to lead

through direct involvement and action. People tend to first follow the person, then the plan.

2.6.2 Inspire a Shared Vision

Senge (1990: 206) defines a shared vision as a force in people's hearts, a factor of impressive power. Each and every organization begins with a dream. Kouzes and Postner (2005: 17) observe that the dream or vision is the force that invents the future. Without a dream, there is no future. Hence we talk of visions of organizations. SAPS as an organization also has its visions. To make their visions or dreams come true, there is a need for transformational leaders, also referred to as visionary or encouraging leaders, to drive and inspire the organization's vision. With the right leadership the possibilities are endless. With good leadership qualities, the SAPS Rabie Ridge will have the type of leadership that will have a desire to make something happen, to strive for perfection and excellence, to change the way things are to create something that no-one else has ever created before. Since leadership is about representing the organization as a whole, the leaders will have to enlist others in a common vision. To do this, the leaders must swim in the same river as their subordinates, strive for the same things and speak the same language as they do. People must have no doubts in their hearts that their leadership are fighting their battles and must be convinced that their leadership have their best interests at heart. Kouzes and Postner (2005: 17) suggest that to enlist support, leaders must have intimate knowledge of people's dreams, hopes, aspirations, visions, and values.

2.6.3 Challenge the Process

Leadership is about seizing opportunities proactively and also about challenging the process. Leadership is about being founders and

innovators and seeking out challenges in a courageous manner. Leaders search for opportunities to innovate, grow and improve.

Kouzes and Postner (2005: 18) state that innovation comes from listening rather than from telling. In a democracy people have the right to express their views. Therefore as a democratic leader in a democratic policing era, a leader need not be autocratic. A good leader listens, keeping in mind that the people on the ground or on the front line, the Constables, Sergeants and Warrant Officers, are the people doing the work. They are the people who are faced with the everyday reality of the policing job, risking their lives, and are fully aware of the challenges, therefore service innovations should come from them.

As a team leader one must not be afraid to experiment and make mistakes since this is how people learn best. Leaders are constantly learning from their errors and failures. As a leader who works in a team, it is important to instil the sense of doing things together, experimenting together and learning from each other's mistakes. Life is a leader's laboratory and exemplary leaders use it to conduct as many experiments as possible (Kouzes & Postner, 2005: 18).

2.6.4 Enable Others to Act

The challenging task faced by the police to ensure that citizens are, and feel, safe is not the kind of task that can be underestimated. It is a huge responsibility that requires serious commitment. Over and above commitment, it requires team spirit, solid trust and strong relationships. A single person can never attain the aims and objectives of a huge organization like the SAPS. Team effort is therefore essential. Realizing the dream of attaining SAPS vision requires group collaboration and individual accountability. Leaders have to embrace leadership in order to

get extraordinary things done in SAPS, and they have to give other team players the opportunity to play their part and thereby enable them to act.

Leaders foster collaboration and build trust. Leadership is also about fostering partnership and engaging all the relevant stakeholders in attaining the goals of the organization. Looking at the sensitive nature of police work, the team members must perform their duties to the best of their abilities with the understanding that they are responsible for their actions.

Leaders understand that the command-and-control techniques of traditional management no longer apply, hence democratic policing. Instead, leaders work to make people feel strong, capable and committed. Sharing of responsibilities and promoting accountability is the best mechanism to ensure that the capacity of individuals to deliver on the promises they make is strengthened. Nobody must be outside the loop or uninvolved, each person must have a sense of ownership for his/her projects (Inclusion) (Kouzes & Postner, 2005: 20).

2.6.5 Encourage the Heart

To achieve a goal can be a long and arduous process and people may become exhausted, frustrated, and disenchanted. Kouzes and Postner (2005: 21) advise patience and perseverance and this is an important message that leaders should communicate at all times. Leaders must encourage the hearts of their constituents to continue to meet the challenges. A good leader has to show that he/she has the people's interests at heart and by doing so, people's spirits will be uplifted. As a leader it is vital to motivate and encourage people, especially with regard to police work which is unduly challenging.

Leaders in the SAPS in particular need to inspire members that policework is a calling that one has to be passionate about , as it is only the chosen few who are in this calling. It is part of the leader's job to show appreciation for people's contributions and to create a culture of celebrating values and victories. Encouragement is about how leaders visibly and behaviourally link rewards with performance. For example, as a leader it is important to understand that a reward is not only monetary or material. A simple thank you or a pat on the shoulder is highly appreciated, and indicates that as a leader you appreciate a job well done. This on its own is a motivation that is needed for the team to forge forward and to boost the team spirit.

2.7 STRATEGY

The South African Police Service as a national organization must ensure that citizens are, and feel, safe. In the Midrand policing precinct, the leadership of the SAPS Rabie Ridge is tasked with preventing crime to ensure that the citizens of Rabie Ridge policing precinct are, and feel, safe. It is guided by the Strategic Plan that prescribes exactly how they will go about ensuring the safety of the citizens. The plan provides a broad framework of key priorities that will be operationalized over the next four years together with annual performance plans. The annual plan creates the basis for the SAPS members at the Rabie Ridge Police Station to focus on visible policing and crime prevention, enhanced detective services, crime intelligence and development of a more disciplined police force as stated in the South African Strategic Plan (2010-2014)

Therefore, when formulating the strategy, it is of utmost importance for the managers to maintain a market-oriented focus. They should bear in mind who their clients or customers are, who must they direct their services to, and how will they service their clients.

Pearce and Robinson (2005: 321) are of the opinion that strategy implementation should begin with action plans detailing the tactics and actions that will be taken in each functional activity. The SAPS as an organization must focus on the attainment of their work in an efficient and effective manner to ensure the success of their strategy. In doing so, the management team must ask themselves the following questions: What is the best way to organize themselves to accomplish the mission? Where should leadership come from? What values should guide their activities each day? What should the organization and its people be like? (Pearce & Robinson, 2005: 321).

Reynecke and Fourie (2001: 71) observe that the most critical aspect of strategy implementation is not only to develop an operational plan with lists of activities, responsibilities and deadlines but also to assess how well the different elements (divisions, components, functions or services) of the organization are organized and aligned.

SAPS Rabie Ridge comprises different components, just like any other police station. There are visible policing components as well as the detective branch. The uniform branch or the visible policing component comprises members working at the sectors, hence sector policing, as well as those working in the Community Service Centre (CSC). Therefore when the station implements their strategic plans, over and above looking at the list of activities, responsibilities and deadlines they have to consider how the different units are aligned or organized for successful implementation. For example, they need to look at areas where different units will have boundaries in implementing their strategy as well as areas where they will complement and support each other and work as a team.

Hence Reynecke and Fourie (2001: 71) are of the view that successful implementation is directly dependent on the ability of the leadership of the organization to align the different elements of the organization to focus on

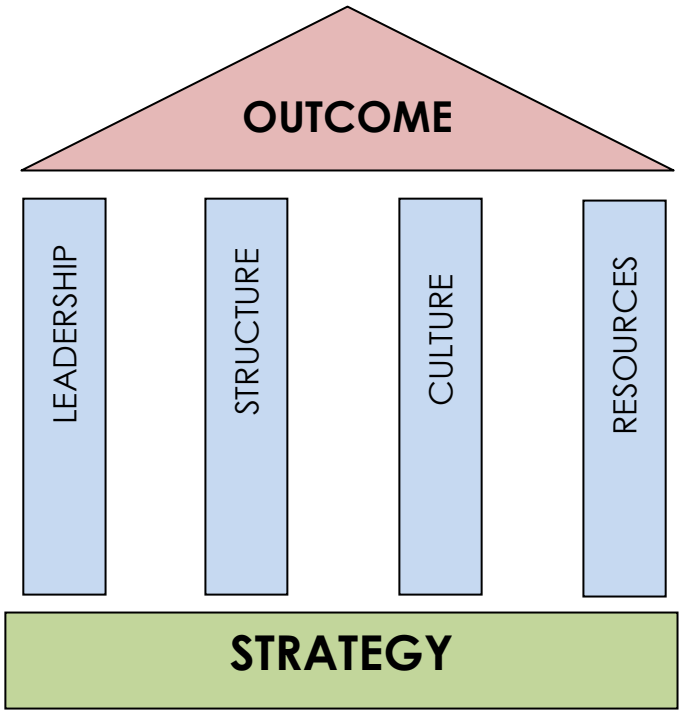
the same corporate strategy. It is imperative that the members at SAPS Rabie Ridge be familiar with the vision and mission of their organization as well knowing what their goals are. It is not possible to operationalize the organization's strategy if the vision and mission are not clear to the members. To make the strategy operational, the members need to be familiar with the goals and objectives of their organization and also understand what kind of performance is expected of them, as well as knowing how that performance is measured. This can only happen if the leadership communicates the strategy in a clear and concise manner as well as make it clear what is expected from the members when implementing or operationalizing the strategy.

Furthermore, when considering that SAPS is in transition from police force to a police service, it should be well explained how the current strategy deviates from the previous strategy to assist members in understanding and in aligning the strategy. Many of the members are from the apartheid era of the police force and need to familiarize themselves with the new police service strategies and *modus operandi*.

Strategy is an administrative game plan for running the Rabie Ridge Police Station as a business organization, to produce results and deliver success. Without a strategic plan, it will fail in delivering on its mandate. Strategic plans are like guidelines that detail how the police station should go about producing results and ensure success.

In implementing the strategic plan at the Rabie Ridge SAPS, the members will focus on the following frameworks.

Figure 1: Outcomes Framework



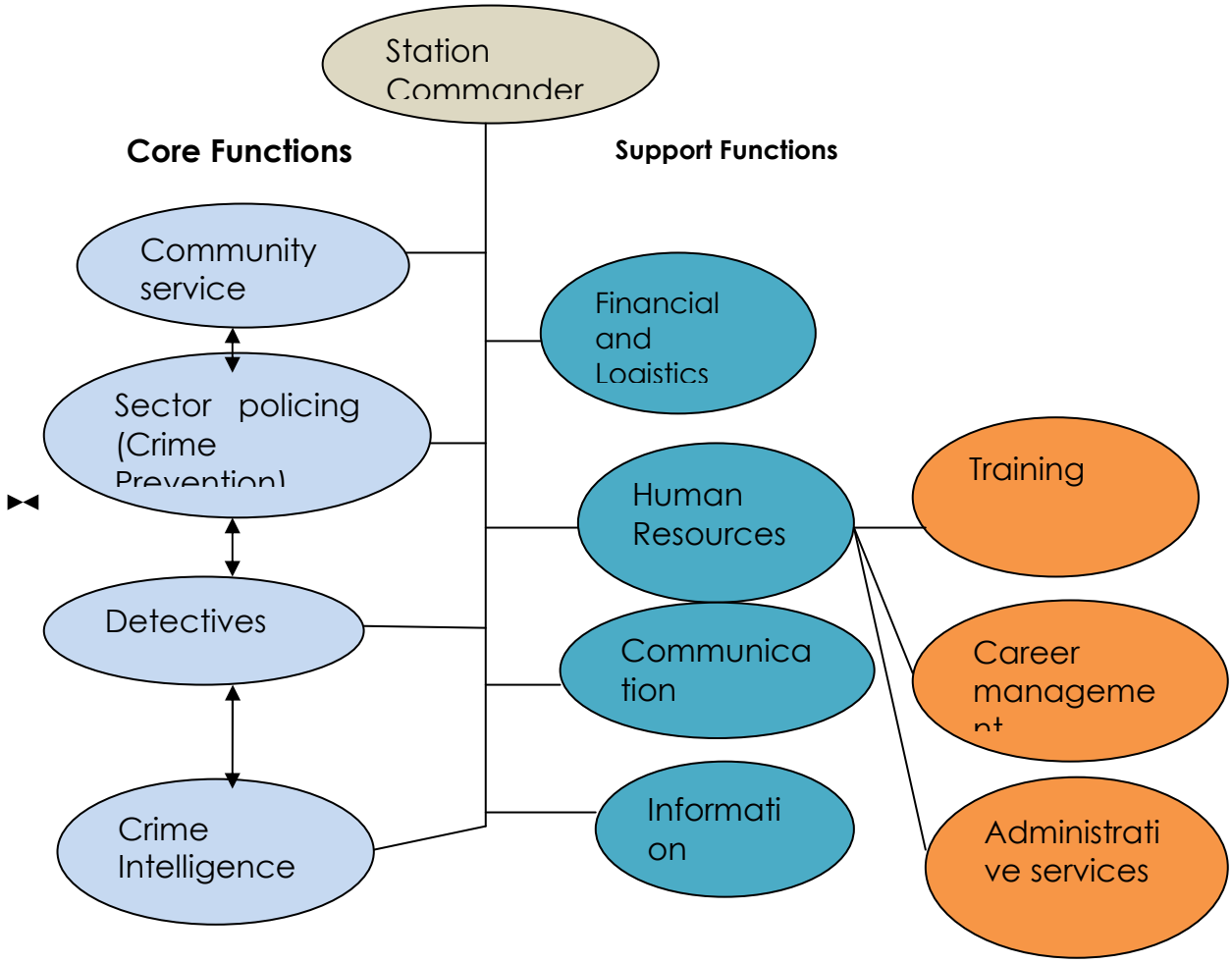
Source: Author

- **Structure:** Structure in this case refers to the basic way in which the different activities are organized at the SAPS Rabie Ridge.
- **Resources:** This relates to the inputs, processes and outputs put in place at the station in order to produce results and deliver success.
- **Leadership:** This revolves around the need to establish direction, promote change and build a team to implement the strategy.
- **Culture:** These are the mutual values that create the norms of individual behaviour and the tone of the SAPS Rabie Ridge as an organization.

These frameworks will be discussed in more detail below.

2.7.1 Structure

Figure 2: Proposed Rabie Ridge SAPS Structure



Source: Reynecke,& Fourie (2001)

Reynecke and Fourie (2001: 63) observe that police organizations do not operate in isolation, but form part of the government's obligation to deliver certain basic services to communities. In determining policing strategies, priorities and objectives, it is of vital importance to take into account the government department's inter-dependencies, government policies and strategies.

In South Africa there are government policies such as the National Crime Prevention Strategy (NCPS), policy documents such as the White Paper on Transformation of the Public Service, Affirmative Action, Batho Pele (Service Delivery) and others, which set specific objectives, guidelines, principles and values. All these are directly inter-related and inter-dependent as they complement each other.

The National Crime Prevention Strategy (NCPS), for example, which was published in 1996, highlights the government commitment of shifting its emphasis on crime fighting from "reactive crime control" towards "proactive crime prevention (Department of Safety and Security, 1996: 3), while policy documents like the Batho Pele charter and others serve as a guideline for all public service personnel with values and principles on how they should serve their communities in addressing their sector-specific obligations.

Looking at the SAPS structure historically, the SAPS was militaristic in nature with a top-down structure whereby decisions were made at the upper levels and cascaded down to the grassroots level for implementation. Since 1994, however, there was a need for change from a militaristic approach to a democratic approach whereby the police structure had to reflect an external focus. Issues of community policing had to highlight community partnerships with flexible interaction between the management and their external environment, with a high level of inter-dependency, whereby the police and communities shared responsibility in fighting crime and lawlessness.

The SAPS had to employ the bottom-up approach whereby the experiences at the grassroots level influenced the strategic planning, bearing in mind that the members at the grassroots level will be the implementers of the plans. The style of leadership too had to change from being dogmatic to inspirational, whereby the members will not be coerced

into carrying out instructions but had to be motivated in carrying out tasks and instructions.

It is significant to keep in mind that Structure at SAPS is nationally determined. SAPS at National level has a nationally dominated structure with central control and command, but locally, at the police station level, there has to be a decentralized approach with more authority at a lower level. The reason for this kind of structure is that the police at the station level comprises components that are interlinked in their functionalities and they need to support each other in implementing and operationalizing their strategic plans.

The SAPS also needs to adopt both the process and the functional approach. Reynecke and Fourie (2001: 72) explains that the process approach will support an integrated plan where different role-players contribute to a specific outcome and work together in project teams. In a functional approach, each functional domain works independently, with no or little interaction with other functional domains. Each one is responsible for delivering its own independent service product. In the SAPS environment there is an overall aim of the organization, which is to ensure that all the people in South Africa are, and feel, safe. Therefore the members at the SAPS Rabie Ridge will adopt a process approach in realizing this objective. On the other hand, the different units or components of the station will adopt a functional approach in realizing the objectives. This they will do by working independently of other units to meet their expected performance as units.

Pearce and Robinson (2005:322) furthermore attest to the views of the functional approach as they are of the view that specialization of work and effort allows a unit to develop greater expertise, focus, and efficiency. Hence the specialization at the SAPS Rabie Ridge and at SAPS nationally, in terms of Detectives, the Crime Prevention units, in the Sector

Policing, the Administration with its different units, as well the Client Service Centre, which serves as the port of entry in the police station. This specialization ensures that people become experts in their fields.

The idea is to divide activities within the organization into logical, common groupings such as reactive police operations, proactive police operations as well as administration, so that each set of activities can be done most efficiently.

Over and above this, there is a need to control and manage this set of activities; hence the leadership at the different components of the station. For example, there is the detective branch commander, the support unit head, and the crime prevention head. It is an important structural decision to have this differentiation, whereby activities are divided into different stand-alone units, but at the same time, not losingthe focus of the mission and vision of the station. Therefore inasmuch as there are separate activities which are differentiated, they need to be co-ordinated and integrated as a whole so that the station functions effectively to achieve its objectives.

2.7.2 Resources

Resources within the SAPS environment refer to both the physical and human resources. As a leader, when implementing strategy it is of utmost importance to first define the inputs, the process, and the outputs. Processes in this regard will involve a sequence of activities that need both physical and human resources, which are inputs. Activities in the SAPS environment can be a collection of functions, job tasks or actions that will consume the inputs. The activities will in turn produce outputs which will deliver benefits or will have an impact on the communities they serve. These outputs will then be as a result of the direct products and services generated through processes or activities.

For example, the leadership at the SAPS Rabie Ridge should look into their strategic plans before the implementation of such strategic plans; and decide at a strategic level about the deployment of resources, both physical and material. When doing resource allocation, issues of technology should also be taken into consideration. In the era of e-technology, the leadership at the station must also determine what kind and level of technology will be required. For example, they need to take into consideration that the police stations are currently using the e-docket system whereby the dockets are scanned to have an electronic back-up. This is essential since dockets may be stolen or disappear from the police station. Therefore issues of computer literacy should be taken cognizance of when undertaking resource deployment.

Most importantly, there should be alignment between the physical and material resources. For example, as a leadership, it is important to know how many members will be needed in sector policing, and then go further down to divide those members per shift as well as to determine what kind of material resources they will need and also the quantity.

2.7.3 Leadership

Leadership is the process by which an individual exerts influence over other people and inspires, motivates and directs their activities to help achieve group or organizational goals (Jones, George & Hill, 1998: 623). SAPS Rabie Ridge, in order to deliver on their mandate, needs the transformational type of leadership that will be inspiring, motivating as well as guiding them in whatever they are doing.

2.7.4 Organisational Culture

Fox, Van Wyk and Fourie (1998: 95) defines organizational culture as a system of shared meanings, including the language, dress, patterns of

behaviour, value system, feelings, attitudes, interactions and group norms of the members.

Organizational culture is the set of important assumptions that members of an organization share in common. Every organization has its own culture. An organizational culture is similar to an individual's personality – an intangible yet ever-present theme that provides meaning, direction, and the basis for action.

Reynecke and Fourie (2001: 273) explains that according to the value statement of the SAPS, each member of the service should hold the following values:

- Protect everyone's rights and be impartial, open and accountable to the community.
- Use their powers in a responsible way.
- Provide a responsible, effective and high-quality service with honesty and integrity.
- Evaluate service continuously and make efforts to improve it.
- Use resources in the best way.
- Develop the skills of all members through equal opportunity.
- Co-operate with the community, all levels of government and other role-players.

These values of the SAPS are derived from the core values which are respect, trustworthiness, responsibility, fairness, caring and citizenship. These values, when embraced by members at the SAPS Rabie Ridge, have the effect of shaping their character and forming the pillars of their character. Values are beliefs that guide and motivate behaviour and once these values are instilled in their beliefs and character, they will undoubtedly reflect the Batho Pele principles whereby members are expected to treat each other with respect and also to be caring and put the

community's needs first. Members after adopting and embracing the organizational values will be reliable, and build a good reputation as they will understand that their deeds will always follow them. They will also be trustworthy and loyal, and always play by the rules.

Reynecke and Fourie (2001: 74) observe that culture influences people's behaviour, and alignment of the existing culture is critical for successful strategy implementation. Incompatibility between an organization's culture and its strategy will lead to resistance to change, high levels of frustration, and low morale. Organizational culture must talk to the organization's strategy. In managing the alignment of culture and strategy, it is important to communicate the strategy and all of its elements explicitly, in a way that is easy to understand. It is also important to review the strategy in the context of the culture to determine the cultural risks. Communication therefore plays a vital role in the SAPS environment. In order to deliver on the SAPS mandate, the strategy and the culture of the organization should be well understood and clearly communicated. People can only buy into something that they understand and associate with. The strategy and the culture in the SAPS Rabie Ridge must reflect the values, norms and the vision of the organization as well as of the members within the organization.

2.8 THEORETICAL FRAMEWORK ON LEADERSHIP

A theory is something which consists of a number of postulates or opinions that are used to describe or explain a specific phenomenon. Theory is a testable hypothesis of the relationship between two or more variables so that it can be said with confidence that if X occurs Y will follow (Naude, 1988: 4). Scientific research does not take place in a vacuum. What is important for this study is the hypothesis that a certain type of leadership impacts on the leadership's ability to operationalize strategic plans as well as having a positive impact on performance.

2.8.1 Transformational Leaders

Transformational leaders shift and transform things in a major way, not by coercing followers but by inspiring them. Transformational leadership inspires followers to rise above their self-interests for a joint purpose. Transformational leaders use their personal values, vision, commitment to a mission, and passion to energize and move others (Burns, 1978). This form of leadership produces an admiration of, and trust in, the leader that result in followers going above and beyond expectation and accomplishing the extraordinary. This is made possible by the fact that people want to be associated with a leader who does good things, who shares their interests and their vision to achieve their mutual purpose.

A transformational leader must at all times embody a personal integrity. Followers want to believe that their leader is unshakeably fair both in public and in private. This principle is wholly embodied in the transformational leadership style. A transformational leader embodies the value of integrity and it is this value that produces a sense of trust in his/her followers. This trust is the driving and motivating factor that pushes followers to make the extra effort in order to accomplish the extraordinary. (Palmer, 2008: 9).

A transformational leader engages in a particular set of behaviours, is a model of integrity and fairness, sets clear goals, has high expectations, encourages, provides support and recognition, stirs the emotions and passions of people, and gets the people to look beyond their self-interest and to reach for the improbable (Pierce , et al, 2008: 390).

Transformational leadership is about things done for followers as a leader; it is about transforming people, and influencing them to change their behaviour (Palmer, 2008: 10). A leader serves as a symbol and is

perceived by followers to be on a different plane from the rest of the organization.

The transformational leader gives hope to followers through charisma; they may meet the emotional needs of their followers through individualized consideration; and/or they may intellectually stimulate their followers by stirring within them an awareness of problems, insights into solutions, and passion to bring about resolution. These are leaders who are trustworthy, loyal, and respectful, producing their effects by transforming the attitudes, beliefs, and values of their followers instead of gaining compliance by abusing their power and authority. They operate both on micro and macro levels whereby at micro level, their leadership is between individuals, while at macro level, they mobilize social forces to bring about change through shaping, expressing, and mediating conflict among groups of people in addition to motivating individuals.

2.9 CONCLUSION

Leadership at the SAPS Rabie Ridge is faced with a challenge to galvanize commitment among people within the organization as well as stakeholders outside the organization to implement strategies that will ensure that the station delivers on its mandate and becomes one of the best performing stations within the Tembisa Cluster. It is the responsibility of the leadership to set and communicate the vision of the organization and ensure that the members commit to the vision of the organization. It is also their responsibility to ensure that they spend substantial time shaping and refining their organizational structure and making it function effectively to accomplish strategic intent. To accomplish the organizational strategy, the leadership should at all times instil a common understanding about organizational priorities, and clarify responsibilities among the team members in all the units.

Managers should also be strategic in remedying problems within the station to avoid conflicts and to ensure that they get the personal commitment to a shared vision. To accomplish this, the leadership style is vital whereby the leaders will have to lead by example and also be mindful of the fact that their actions speak louder than words. Whicker and Areson (1990) attest to this when they argue that most productive employees obseve and emulate their leaders.

Organizational values must be instilled and communicated at all times so that the members become an intrinsic part of the organizational culture. Communication is also vital in SAPS as an organization and leaders must communicate at all times with their teams to get consensus and not coerce them into carrying out instructions. Team members must at all times see the value of the work to be done, and in so doing, SAPS Rabie Ridge will succeed in operationalizing their strategic plans and thereby succeed in fighting crime. As a result, the Rabie Ridge policing precinct will be a better place to live in.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 RESEARCH APPROACH

In research, there are two recognized approaches, namely the qualitative and the quantitative research approach. This research used the qualitative research method because it intended to arrive at the verbal representation of reality at the Rabie Ridge Police Station to assess the station's level of performance when implementing the strategic plans, as well as leadership style and how the leadership style contributes to the implementation of the strategic plans. The intention was to develop strategies that can be recommended to improve the services being rendered.

3.1.1 Quantitative Research

Quantitative research refers to the manipulation of numbers based on numbers representing reality and gives answers to the question of how many. Mouton and Marais (1990: 155-156) identified the following characteristics of quantitative approach:

- It is more highly formalized and more explicitly controlled than the qualitative research.
- Its range is more exactly defined than the qualitative research.
- It is relatively close to the physical sciences.

Fortune and Reid (1999: 93) also made the following additions as regards the quantitative research:

- The researcher's role is that of an objective observer whose involvement with phenomena being studied is limited to what is required to obtain necessary data.
- Studies are focused on relatively specific questions or hypotheses that remain constant throughout the investigation.
- Plans about research procedures such as design, data collection methods, types of measurement and so on are developed before the study begins.
- Data collection procedures are applied in a standardized manner, for example, all participants may answer the same questionnaire.
- Data collectors, such as interviewers or observers, are expected to obtain only the data called for and to avoid adding their own impressions or interpretations.
- Measurement is normally focused on specific variables that are, if possible, quantified through rating scales, frequency counts and other means.
- Analysis proceeds by obtaining statistical breakdowns of the distribution of variables and by using statistical methods to determine associations between variables.

3.1.2 Qualitative Research

Qualitative research is the manipulation of words based on words representing social reality. It gives answers to the question of why. Qualitative research is all-inclusive in nature and its objective is to understand societal life and the significance that people attach to everyday life.

Qualitative research plays an important role in research as it communicates and conveys meaning, experience or perceptions interpreted by the respondents in the research study.

Qualitative research is important as it produces descriptive data in the respondent's own written or spoken words. It therefore comprises ascertaining the respondent's views and values that trigger the phenomena.

Thus qualitative research has to do with understanding rather than explanation, and the personal investigation of reality from the viewpoint of an insider, as opposed to the outsider perspective.

Qualitative research is concerned with manipulation of words as opposed to statistical procedures and uses small samples that are purposively selected.

Fortune and Reid (1994: 94) listed the following characteristics of the qualitative approach:

- The researcher attempts to gain a first-hand, holistic understanding of phenomena of interest by means of a flexible strategy of problem formulation and data collection, shaped as the investigation proceeds.
- Methods such as participant observation and unstructured interviewing are used to acquire an in-depth knowledge of how the persons involved construct their social world.
- As more knowledge is gained, the researcher's questions may shift and the data collection methods may be adjusted accordingly.
- Qualitative methodology rests on the assumption that valid understanding can be gained through accumulated knowledge acquired at first-hand by using a single researcher.

Marshall and Rossman (1996: 46) offer guidelines on the situations where qualitative approach would be the preferred one:

- Research that cannot be done experimentally for practical or ethical reasons.
- Research that delves in depth into complexities and processes.
- Research for which relevant variables have yet to be identified.
- Research that seeks to explore where and why policy, folk wisdom and practice do not work.
- Research on unknown societies or innovative systems.
- Research on informal and unstructured linkages and processes in organizations.
- Research on real, as opposed to stated, organizational goals.

Neuman (2011: 157) explains that qualitative data involve documenting real events, recording what people say (with words, gestures, and tone), observing specific behaviours, studying written documents, or examining visual images. Mouton (1998: 1) gives field research, ethnographic research, the interpretative approach and the case study qualities of human actions that include the natural context of the persons being studied, that it is predominantly descriptive and is not as much concerned with the explanation of human behaviour in terms of underlying everyday human actions.

The important characteristic of this research is therefore not the possibility of generalizing results to apply to large populations, but the in-depth study of smaller numbers of cases.

3.2 RESEARCH DESIGN

Mouton (2001: 55) defines a research design as a plan or blueprint of how the researcher intends conducting the research, while Huysamen (1993: 10) offers a closely related definition of design as the plan or blueprint according to which data is collected, to investigate the research hypothesis or question in the most economical manner. On the other

hand, Bless and Higson-Smith (1995: 63) defines design as a specification of the most adequate operations to be performed in order to test a specific hypothesis under given conditions**.**

In this study, field study was used whereby the researcher went to the Rabie Ridge Police station and did in-depth interviews with the station management team and the members working shifts. The advantage was that since the management team is having a first-hand social world experience of the problem under discussion, they will be in a better position to give real-time data; the members working at shifts, because they are the foot soldiers experience daily challenges in implementing the strategic plans, and are thus better positioned to provide first-hand real-time data.

3.3 DATA COLLECTION AND ANALYSIS

This study acquired information from both primary and secondary sources.

3.3.1 Primary Data

Primary data refers to data that is raw, that is first-hand, collected through interviews, focus groups and observations. The study used in-depth interviews, observation as well as focus groups. The researcher interviewed the members at the station as well as the leadership on an individual basis and also had focus group interviews whereby the members were assembled into teams comprising 5 to 7 members to solicit their views on issues pertaining to the leadership style and the strategies employed when implementing strategic plans. The researcher also made observations at the Client Service Centre whereby she observed how members offered service to their clients in their day-to-day operations.

3.3.1.1 Observations

The researcher observed police officers in the Client Service Centre (CSC) providing service to their clients.

3.3.1.2 Focus Groups

Focus group interview is a method of interview used to collect information from a group of respondents during qualitative research. In these interviews, the researcher endeavours to comprehend the world from the participant's point of view, to clarify the meaning of their experiences. The participants were selected because they shared certain characteristics that relate to the topic. In conducting the focus group interviews, the station management was assembled in a boardroom and asked questions about their perceptions, views and opinions, about the station's standard of performance, the leadership style and factors assisting or prohibiting the efficient and effective implementation of strategic plans. The setting was interactive whereby ideas were exchanged among the participants.

The non-commissioned officers were also assembled in their operation room according to their shifts and ranks to solicit information on the challenges encountered when implementing the strategic plans, as well as their views and opinions on the station management style.

3.3.1.3 In-Depth Interviews

In-depth interview is a method of interview used to collect information during qualitative research. It involves one-on-one interviews. The researcher undertook a series of in-depth interviews with the management team of the Rabie Ridge policing precinct. The Station Commander was on leave and could not be interviewed but the Acting Station Commander did assist in the sharing of information. The purpose of the interviews was to determine if there is a link between the leadership style, the implementation of the strategic plans and how they contribute to the

station's performance. Langley (1988: 23) states that unstructured or in-depth interviews are less structured than interviews by means of a questionnaire. The interviews were more like conversations in which the respondents were encouraged to provide detailed answers and to convey their point of view. This assisted as it allowed the researcher to obtain rich information from the respondents.

3.3.2 Secondary Data

Secondary data refers to data that is processed and not first-hand. This research sourced secondary data from preceding studies and opinions on the subject, which were acquired from published sources, academic work on journals, books, magazines, newspapers articles, and through the internet.

3.3.3 Sampling

The research used non-probability sampling technique, whereby the researcher rarely determined the sample size in advance and had limited knowledge about the larger population or group from which the sample was to be taken (Neuman, 2011: 220). The reason is that in qualitative research, the sampling is determined by the relevance to the research question rather than representativeness.

According to Neuman (2011: 219), qualitative research focuses less on representativeness of samples than on how the sample or small collection of cases, units, or activities illuminates social life. Flick (1998: 41) attests to this by saying that for qualitative researchers, it is their relevance to the research topic rather than their representativeness which determines the way in which the people to be studied are selected.

Purposive sampling technique was used because the case chosen demonstrated some feature that is of concern to this study. Therefore, the station management team and the officials on the ground were interviewed as they are regarded as the experts in their field. This was of importance looking at the nature of police work which entails team effort; therefore both groups were in a better position as decision-makers to clarify how they interpret the strategy and how they deal with all performance issues.

3.4 DATA ANALYSIS

The researcher used a circular framework of data analysis as explainedby De Vos *et al* who are of the view that "data analysis and interpretation can best be represented in a spiral image" (De Vos, et al, 2002: 341). In organizing the research material, the researcher used computer programmes like Microsoft Excel and Word. The data was reviewed with clear focus and concentration to ensure that it was well understood. After that generic themes were established so as to get the meaning, followed by integrating the data and summarizing it.

3.5 DELIMITATIONS AND LIMITATIONS

In this research the leadership style and its impacts on the implementation of strategic plans was examined, specifically whether the station leadership style impacts positively or negatively towards the realization of improved station performance, and hence better service delivery. The station leadership and their subordinates were interviewed and observations were made at the service point, which is the client service centre (CSC).

The study focused only on the station management team, the two shifts which are shift A and D. The two shifts were divided according to their ranks where there was a focus group for Warrant Officers, for Sergeants

and for Constables. Not all the shifts were interviewed, due to time constraints and also because too much information would exceed the scope of the report. The Station Commander was also not interviewed because he was on leave, but the Acting Station Commander was very helpful in assisting with information.

According to De Vos, *et al,* "ethical guidelines serve as standards and as the basis on which each researcher ought to evaluate his own conduct" (De Vos, 2002: 63), therefore a telephone call was made to the Cluster Commander as well as an e-mail, requesting him for permission to conduct research in one of his cluster stations. The Cluster Commander was informed of the purpose of the research, namely that is part of the requirements for a Master's degree and its significance explained. The Cluster Commander was assured that all information given will be treated with confidentiality and also the principle of anonymity would be upheld. The respondents were also assured of confidentiality in that their identity will be anonymous and they would be treated with utmost respect for the full duration of the interaction.

It was most of the time difficult to secure and finalize interviews without disruption as at times whilst in the middle of the interviews, especially on one-on-one interviews with the non-commissioned officers, a call for duty would mean that they had to terminate the interview and respond to the call. Other interviews were done in the respondent's place of residence when they were on rest days as it was just too difficult to finish the interview without disruptions at the station, especially looking at the timing of the interview as it was during the December period when there is a spike in police activities. The station was extremely busy especially with proactive policing to ensure that the possibilities for robberies were minimized.

It was also very important to ensure that the report was of good quality, and the results had to be a true reflection of the status quo at the station.

3.6 CONCLUSION

The researcher has at all times ensured that the research report writing is objective and unambiguous to ensure that the final product is accurate and reliable. The researcher also took into consideration the fact that since the report is about leadership and the implementation of strategic plans at the SAPS Rabie Ridge, the research results can be generalized to other police stations as these could also learn from the report as regards the importance of good leadership qualities and their implications for the performance of a station.

CHAPTER FOUR
RESEARCH FINDINGS

4.1 INTRODUCTION

The South African Police Service was prior to 1994 a military-styled oppressive force that comprised the former homelands police departments that were weapons of the then Apartheid government, used by the National Party government to carry out discriminatory acts against other racial groups, instead of protecting them. After the advent of democracy, on 27 April 1994, when the new government came to power, these police forces were amalgamated and this resulted in one democratic police service that was expected to respect basic human rights and serve the interests of the people in delivering quality services. There was thus a need for fundamental reassessment of policing (Conradie & Morrison, 2001: 1) hence a need for strategic plans and leadership to guide the SAPS in implementing its new vision and mission.

For the SAPS to realize this new democratic mandate, a strategy was required to explain how citizens will be protected. To implement the strategy, they needed capable leadership to ensure that the strategic plan is successfully implemented. Therefore it was the responsibility of leadership to ensure good quality of service delivery that will place the SAPS among the best performing organisations, as reflected in the excellence of delivery at the station level.

4.2 PURPOSE OF THE RESEARCH

The main purpose of the study was to investigate the role played by the station leadership in implementing the strategic plans, to investigate factors leading to the problems encountered during strategic plans

implementation, as well as how the type of leadership affects service delivery. Observations and interviews were conducted to solicit the perceptions, views and opinions of the station leadership as well as the officials on e ground level implementing the strategic plans.

4.3 PROFILE OF THE SAMPLE

To ensure that there was better understanding and easy flow of ideas, the respondents were categorized according to their ranks and responsibilities in the focus group interviews. A focus group interview was held with the station leadership that comprised 2 lieutenant-colonels and 5 captains. The other focus group interviews were held with 6 constables from A-shift and 5 constables from D-shift. The last focus group was held with 4 warrant officers from both A and D shifts combined. One-on-one interviews were conducted with the 5 captains and the 2 lieutenants-colonel who form part of the station leadership to solicit their personal views and opinions outside the general views of the personnel. Furthermore, one-on-one interviews were held with 8 constables, 2 sergeants and 3 warrant officers.

To get permission to conduct the research at the station, the researcher followed police protocol and contacted the cluster commander to explain the purpose of the research. This was followed by an e-mail to him requesting permission to conduct the interview at the station. Since the researcher previously worked with the cluster commander and had a good working relationship, he did not hesitate to grant the permission as well as to inform the station. He also instructed the station commander to give the researcher whatever assistance she would need to ensure that the research was a success. The researcher therefore conducted the interviews without any resistance.

The researcher began the interviews on Saturday 26 November 2011 and concluded them on Wednesday 14 December 2011. Each interview lasted for not more than an hour and the researcher requested consent before conducting the interview, assuring respondents that their response will be anonymous and confidential, especially the non-commissioned officers as they felt that discussing the challenges they come across from their management was career-limiting, should their comments become known to their managers.

4.4 PERCEPTIONS, VIEWS AND OPINIONS OF THE RESPONDENTS

The majority of the respondents were open to discussions and were happy that the researcher is undertaking such a study. They felt that since they know the office the researcher is working at as well as her relationship with the management team at the station, she is better positioned to escalate their frustrations and their challenges.

4.5 PRESENTATION OF RESULTS

The views, opinions and perceptions of the officials at the station differed. It was clear that the lower ranking officials had different views to their leaders. The leadership stressed that the situation was positive and there are good working relationships when implementing the strategic plans. On the contrary, however, some of the non-commissioned officers expressed dissatisfaction about the station leadership style, especially the warrant officers, who were mostly older with work experience of over 15 years. Their concern was mostly around issues of respect and abuse of power as they felt that even though they are older than their leaders, the leadership treats them like young people. Most of the officials holding the ranks of constables and sergeants were satisfied with their managers except for the few individuals who felt that they are not treated with fairness.

SECTION A: LEADERSHIP

1. What is your understanding of leadership?
2. What are the leadership qualities needed in the Rabie Ridge Police Station to ensure that the strategic plans are effectively implemented to improve service delivery?
3. Does the station management accordingly possess those leadership qualities?
4. How does the cluster leadership assist the station in giving guidance and direction to ensure that the station performs optimally, to the best of their ability?
5. How does management style at the station impact on or affect service delivery?

RESPONSES:

Management Team

1. Leadership entails taking the lead, being an example to your followers, showing them direction and being a good listener and a good communicator. Over and above, it's about giving instructions on how to perform the work and ensuring that there is no deviance from the orders given.
2. Good listening skills, collective planning, decision-making and implementation, and being good communicators and being in a position to command respect. Also be in a position to stamp authority otherwise no-one will take us serious.
3. Yes the management team at the station is all that a good manager should be, and they must by all means strive for perfection.
4. The cluster leadership gives framework from the provincial office on how to perform optimally. The station aligns it to their station's policing needs and priorities. The cluster leadership is like a mother

to the station. It supports the station in the most amazing way. For example, when there is a shortage of resources at the station, the cluster management will liaise with other stations within the cluster to assist, or even go to the extent of liaising with the provincial office if they cannot get assistance from the stations. There are cluster meetings held every Friday whereby operational issues are discussed and guidance given. Best practices are also shared by and between the 8 stations within the cluster.

5. The management style contributes to the good performance of the station. The station Commander is a good leader who understands his management team and allows them opportunity to be innovative. The team is like a family and there is a team spirit. The team assists each other and they always stick together. There is always good communication between and within the team. Every morning the management together with the Community Policing Forum (CPF) holds a Station Crime Combating Forum (SCCF), whereby crime challenges are discussed and they come up with solutions. Duties and taskings for the day are also discussed in this forum. Every month there is a station lecture which involves all the members of the station, including those on their rest days. Each component has a slot on the agenda to discuss its challenges and to share its best practices. Pieces of legislation governing police work like the domestic violence acts, the standing orders on dealing with escapes from police custody, and dealing with how to handle suicides, are discussed to remind and empower the subordinates as to what can be expected in their areas of operation.

Non-Commissioned Officers (Warrant Officers, Sergeants, Constables)

1. A leader is someone who is there for you at all times to give you direction, support and love. It is someone who has good listening

skills, somebody you should be free to share your frustrations and successes with.

2. Somebody with a good team work spirit, who is very understanding and who can be able to put himself/herself in someone's shoes. Someone who is empathetic and supportive as the police job is tiresome and stressful.
3. No, some of the members of the management team are biased, not neutral and have their favourites. They don't treat people the same way and they don't respect their subordinates. The members on the ground level mostly have relationships with their immediate commanders, therefore cannot comment much on the entire station management as they don't have regular contact with them. Some of their immediate commanders do not treat them with respect and they often threaten them with dismissals. Some of the aged Warrant Officers feel that they are not getting respect from the management team as they work as shift commanders and whenever there are mistakes they are not given that respect as elders but are being shouted in the presence of young Constables who are young enough to be their kids. They also feel that their visible policing managers are not good examples as they often come to work drunk, especially when they visit the station on weekends.
4. They hardly have any contact with the cluster management team. The only time they see them is when they come for routine inspections, and still they will just write their comments in the occurrence book without necessarily discussing with them.
5. The management style according to the old Warrant Officers affects service delivery negatively because they don't treat members the same way, they are biased, all they do is to command and control without taking the feelings of their members into consideration. Whenever TRIO crimes are committed within the cluster, the shift commanders are always threatened with dismissals and this gives

them a lot of stress and makes them not to look forward to going to work. While on the other hand, the young Constables and Sergeants feel that it is only those members that do not want to work and who do not want to be controlled that are unhappy with their management style but as for them they believe they are blessed to have the kind of the management team that they have at their station.

SECTION B: STRATEGIC PLAN IMPLEMENTATION.

1. The SAPS Strategic Plan is developed at National level, and then cascaded down to Provincial level then to local level at police stations. When aligning the strategy to your station's policing needs and priorities, what are the challenges you encounter if any.
2. What is the overall station's level of performance according to the performance chart for the past six months?
3. What is the different unit's level of performance according to the performance chart for the past six months?
4. What is the station's level of performance in comparison with the other stations within the cluster (in terms of the performance chart)?
5. What is the station's performance level according to the SAPS for the past six months? (Response times, arrest and seizure rate, crime detection rate, cases to court, conviction rate).

RESPONSES:

Management Team

1. None because the management team aligns it with their policing needs and priorities looking also at the infrastructure, for example, their un-roadworthy roads, informal settlements and their diverse

communities, with Coloureds, foreigners, Zulus, Xhosa, Sotho's, etc.

2. The station performance is very good. The station has been on a 4 star the past 6 months, which means overall station performance is rated between 70 to 85% which is described as good.
3. The entire unit's performance is rated between 70 to 85% which is described as good. The Detectives are number 1 in the whole cluster.
4. The entire station is rated number 2 in the whole cluster.
5. The SAP 6 is good too. Response time is good and this is alluded to in the extensive monitoring done. The CSC commander checks the Crime Analysis System (CAS) every morning to see if there are any cases outstanding and if they are they are then followed up. Also individual response time is monitored and in cases where it took long to respond to a complaint, a member must give an explanation. Arrest and seizure rate is also good. The management put a system in place that ensures that once a case docket is opened, a suspect must be arrested immediately by the members working at the CSC and crime office before the Detectives receive the docket for further investigation. There is a good working relationship with the community so most of the time they assist in information leading to the arrests of suspects. There is also informer network to this regard. The station is also having patrollers who assist and they involve them in their social crime prevention meetings as well as in running projects like blow the whistle and other awareness campaigns. The conviction rate is not too good as most of the cases took long on the court roll until the complainant can no longer be tracked as most are tenants, whilst others are solved otherwise as complainants will negotiate with their perpetrators for a settlement fee to withdraw the case. The attorneys also delays the finalization of cases as they have a tendency of forever postponing cases, which works to their

advantage as they charge fees for court appearances. The courts also have a tendency of withdrawing cases unnecessarily but this challenge is being addressed in the case flow management meetings with Justice Department.

Non-Commissioned Officers (Warrant Officers, Sergeants, Constables)

1. The challenge is that there is always shortage of manpower to execute our job. For example when doing sector policing, there must be two vehicles per sector to ensure quick response but because the vehicles are old and forever in the mechanical garage it is not always possible. Also when members are on sick or on study leave, it's always a challenge to fill their positions, to ensure proper functioning of sector policing.
2. We are never shown the performance chart but just told during parades that the station is performing well.
3. We are told that the station according to the performance chart is on 3 stars, which means that we are performing well. The unit that tops the station is the support unit.
4. We are not sure as this information is not provided to us. The only information we have is to say that the station performance is good and the station has been for some time occupying the second position in the cluster, being outshined by SAPS Tembisa.
5. The stations performance level according to the SAP6 for the past six months is good. For example, the response time is far below the provincial target of 20 minutes on Alfa complaints and of 30 minutes on Bravo complaints. This is made possible by sector policing as there are always members posted in different sectors, therefore when they receive a complaint pertaining to a particular sector you find that members are already in the vicinity. Arrest and seizure rate is also good because it is a standing rule at the station

that once a case docket is registered, the members in the CSC and those from the crime office attends to it immediately and where a suspect is known, they arrest immediately. The difficulty is mostly in TRIO crimes where most often the suspect is unknown. Crime detection rate is only a challenge in TRIO crimes but in other cases is good, whereby good information is given and also patrollers and informers assist with information. Cases to court rate is a challenge as Detectives will prepare their cases to court but you find that the courts refuses to put them on their court rolls due to some missing information that most often is not within their means, for example, ballistic reports, DNA reports and other reports that must be obtained from specialized units like laboratories and others. This challenge also has a bearing on the conviction rate and most cases like murder and rapes takes long to be finalized and this also affects the conviction rate.

SECTION C: STAFF RELATIONS AND MOTIVATION

1. How does the station leadership motivate the staff to ensure service delivery?
2. How are the best performers rewarded at the station?
3. How does the personal relationships impact or affects service delivery (operationalizing the strategic plans)?
4. What efforts or initiatives is the management team taking to build the team spirit?

RESPONSES:

Management Team

1. The management motivates the staff by working with them, especially during operations, helping them in whatever assistance

they need, talking to them to make sure that they are always available in case they need to talk, and also by treating them with dignity and respect.

2. To reward the staff the management will for example apply for a cash reward in cases whereby a Detective secured a lengthy prison term. Other than that, all members are given opportunity to work overtime, no favouritism when it comes to overtime as it involves cash, therefore each member is given opportunity to make some extra cash. Also members who performs good are given a good rating on the Performance Enhancement Programme (PEP) which also works to their advantage money-wise and even when applying for promotions. The station also gives a verbal acknowledgement for a work well done as well as written certificates to motivate them.
3. Personal relationships can either make or break the team. Therefore bearing this is mind, the management team always strives to have good working relationship with the team, always motivating them to perform to the best of their ability as well as to support team whenever there is a need.
4. Usually the units will have lunch where they will have barbecues (braais), and there is an end of year function where all members attends and reflect on the year as well as to come up with better ideas to improve service delivery for the coming year.

Non-Commissioned Officers (Warrant Officers, Sergeants, Constables)

1. Most of the older members feel that the management team does not offer them any kind of motivation instead they oppress them, telling them that they are corrupt and will be dismissed, while the Sergeants and Constables feels that the management is good as they are always there to support them and to guide them.

2. Best performers are given certificates and trophies as well as given verbal recognition.
3. The relationships at the station assist in the implementation of the strategic plans as team work and team spirit ensures that nothing is impossible and makes the mammoth task of fighting crime simpler and easier than it actually is.
4. End of year functions where the station come together and have fun.

SECTION D: RESOURCES

1. How are the resources allocated at the station?
2. Is there a shortage of resources both physical and material or are they enough? Elaborate.
3. Does the resource allocation affect service delivery at the station?
4. Is there effective command and control of resources at the station?

RESPONSES:

Management Team

1. There are procedures on the allocation of resources at the station which is guided by the Resource Allocation Guide (RAG) document that will stipulate which material and resources to be placed where. But over and above the directive of the RAG document the station management team, the resource committee together with the Cluster management uses their discretion as to place what where.
2. There is a shortage of both material and physical resources at the station. There is a shortage of vehicles and the few ones they have are old and forever in the mechanical garage .Office space is also a challenge as the station is small and members are cramped in small offices. It's a challenge especially for Detectives as they have to

use their offices for interrogation thereby infringing on the right to privacy of their complainants.

3. There is a shortage of personnel too and it is always a challenge when people goes on leave especially during exam periods as its difficult to even have a proper leave plan.
4. The resource allocation does affect service delivery but the station manages the little resources that they have, but ideally more is needed for proper implementation of their strategic plans, especially looking at the fact that the area is growing on a daily basis, new developments and new shacks being erected.
5. Yes there is as each section head makes sure that resources are well taken care of and also there is accountability.

Non-Commissioned Officers (Warrant Officers, Sergeants, Constables)

1. Don't have idea as this is the management decision.
2. There is a huge shortage of both physical and material resources and it puts so much strain on the foot soldiers as they have to go an extra mile in combating crime.
3. Yes it does, even though they always improvise to ensure that citizens are and feel safe.
4. Yes there is because the commanders always make sure that members assist each other. For example, to alleviate shortage of vehicles, all members going to court in one place will share a vehicle and those going for forensics at a specific place will also go together to ensure that work is done.

SECTION E: POLICE CULTURE

1. How does the police culture influence service delivery at the station?

RESPONSES:

Management Team

1. The management team feels that when the police changed from a police force to a police service in 1994, the police culture was diluted. Management powers and authority were diluted. During the era of police force, that is prior to 1994, the police was very militaristic; there was a lot of respect and discipline within the force. Protocol was observed at all times and with military ranks, an officer was always saluted by a non officer. Members were always clean and wear their uniform with confidence and pride. But this is no longer the case. Members don't treat their seniors with that kind of respect and there are now unions like POPCRU and SAPU that represent them whenever disciplinary measures are taken against them. Therefore others abuse these benefits. Although the management is still in command and in control, most of the time they have to discuss to reach consensus, something that was not happening prior 1994. For most of the commissioned officers coming from the old regime, it is very difficult to operate in the new dispensation. Another bad culture in the new regime is wastefulness in the name of restructuring. For example, the organization spends a lot of money training most officers in the various specialized units like ACCU, which specialized in crowd management and others, then out of the blue closed such units sending members to stations where they had to be trained in operating in different environments from where they were.

Non-Commissioned Officers (Warrant Officers, Sergeants, Constables)

1. The members on the floor feels that there is command and control which is good to ensure that orders and instructions are adhered to

ensure proper service delivery. Others feel that there is oppression whereby the members on the lower ground have to obey orders without questioning them. Also the culture of treating every member of the community as a suspect assists to keep them on their toes to ensure that they don't fall into booby traps. But on the other side they treat their victims/complainants with respect and care.

SECTION F: GENERAL COMMENTS

Management Team

1. We wish that there can be an attitude change from the older experienced members so as to impart their skills and expertise to the junior officers.

Non-Commissioned Officers (Warrant Officers, Sergeants, Constables)

1. Issues of promotions must be relooked as members stay for long on one rank and this affects service delivery as there's a saying that a happy worker is a productive worker, and hence they are not happy they find it difficult to go all out in implementing strategic plans.
2. Also wish that the management can stop being biased, giving others especially Detectives that they are better than others, but instead promote team work.
3. Also need regular campaigns to encourage co-operation from the community members as well as to educate them about the mandate of SAPS.
4. Issue of stopping transporting of members must be relooked as it demotivates most members as they are not earning enough and cannot afford to buy their own vehicles and their safety is compromised when using public transport.

CHAPTER FIVE

INTERPRETATION AND ANALYSIS

5.1 DEFINITION

The purpose of a qualitative study is to produce findings. Qualitative study transforms data into findings. Data analysis, according to De Vos, *et al* (2005: 333) involves reducing the volume of raw information, sifting significance from trivia, identifying significant patterns, and constructing a framework for communicating the essence of what the data reveal.

Data analysis is a procedure to bring about direction, organization and meaning to the quantity of collected data. It is a disorganized, confusing, time-consuming, innovative and intriguing process. It is a quest for general statements about relationship among groupings of data, it builds grounded theory.

Interpretation involves making sense of the data, “lessons learned’. Several forms exist, such as interpretation based on hunches, insights, and intuition, interpretation within a social science construct or idea, or a combination of personal views and a social science construct or idea (Marshall & Rossman, 1995: 116).

Therefore the researcher, in order to get the essence and meaning of the collected data, reduced the volume of the unprocessed data, filtered it and identified major patterns.

5.2 TRANSFORMATIONAL THEORY OF LEADERSHIP

The focus of the study was on transformational leadership. The transformational leadership style is characterized by:

- Emotional intelligence.
- Commitment.
- Integrity and fairness.
- Good communication and interpersonal skills.
- Honesty.
- Competence.
- Participative decision-making.
- Innovativeness.
- Servitude.
- Motivational.
- Visionary.
- Team work.
- Innovation.
- The ability to bring about lasting changes.

Good transformational leaders should have the above-mentioned qualities so as to transform the organization and move it from one level to the next. Team work is of utmost importance in the police station environment and leadership should always promote and encourage team work. When working as a team, there is collective effort in fighting crime and criminality and as a result it becomes easier to defeat the enemy. The leadership must at all times encourage collective implementation of strategic plans, shared ownership of these, and this will result in the Rabie Ridge policing precinct being a better place to live in. The community will have confidence when walking on the streets or shopping, knowing that their police personnel have their best interests at heart in ensuring that they are safe. Nel and Beudeker (2009: 45) also support the issue of team work in

implementing strategic plans as they say that all divisions and stakeholders must focus on the execution of strategy because they appreciate that it meets their needs as well.

Adair (2002: 289-295) provides a list of suggestions on how a transformational leader must conduct him/herself:

- Be prepared to trust others.
- Love all.
- Act with integrity.
- Be courteous.
- Be generous.

Trusting people is l about having an assured reliance on the character, ability, strength or truth of someone. It is having the feeling that the person will not fail in any situation which calls for dependability, discretion or fairness. Love all implies positive emotions. A leader should love all and do wrong to no-one. As a leader, a person should have warmth, sympathy and kindness towards followers and love unconditionally. A transformational leader has to act with integrity, giving ther/his followers grounds for trust. They must be aware that once trust is gone, iit hard to rebuild and they should therefore refrain from lying, cheating and deceiving. Courtesy is graceful graciousness. Leaders must respect their followers. They must be considerate in their language and their behaviour and not appear to be proud or conceited. They must humble themselves at all times. They should also be generous, giving, liberal and willing to forgive others.

To support Adair, Steward (2009: 303) says that a good manager is someone with a wide knowledge of the world and better knowledge of the way people work, someone who knows how to treat people with respect,

someone with honesty, integrity, trustworthiness, and who understands the world us well enough to make it better.

Motivation is very important. Members' good work needs to be acknowledged and rewarded so as to motivate them to continue with the good work. This was alluded to by Skinner when he said positive reinforcement encourages the repetition of good behaviour. Recognition and reward reinforce the implementation of strategic plans. When subordinates feel that their hard work is recognized and acknowledged they are motivated to do more, to make a greater effort in executing their work. If they feel that there is no recognition and reward for their good work, they will be demotivated when implementing the strategic plans. Recognition and reward is very important as it helps to attract, retain and encourage the members to be energized and to add value to the organization. Nel and Beudeker (2009: 155) observe that this is true in that when looking at SAPS in general, the organization is losing so much talent as members are not encouraged to remain in the organization to add value. Therefore, as a transformational leader, it is very important to recognize and reward the members for a job well done. This will also help to retain capable members and reduce the number of applications for transfers. Cameron (2008: 3) talks of positive leadership, where a transformational leader should be a positive leader, who will make the effort to find out what elevates individuals in organizations, what challenges them, what goes right and what goes wrong, what is life giving in addition to what is being depleted, what is experienced as good in addition to what is objectionable, what is inspiring and what is not. A positive, transformative leader will strive to get answers to the above questions with the intention to get solutions to the problems to create an environment that is enabling and healthy in which people are happy to work.

Transformational leadership must guard against an authoritarian leadership style as it brings about compression, vacuums and depression. Authoritarian leadership style communicates the message that the followers cannot be trusted and cannot be assigned responsibility and accountability for service delivery. This is demotivating to the subordinates as they feel disempowered and worthless. Burns (2003: 26) talks of empowerment as being instead of exercising power over people, transformational leaders champion and inspire followers. The transformational leaders must encourage followers to rise above narrow interests and work together for transcending goals.

A transformational leader should also have good listening and communication skills, accepting that she or he does not have the ultimate knowledge about everything but who makes time to listen to his/her followers. Especially in the context of police work, the leaders are more often in meetings than being operational in the streets, therefore to have a full understanding of what is actually happening in their policing precinct, they must listen to their subordinates, who are the foot soldiers and the implementers of the strategic plans. Fullan (2011: 5) reiterates that an effective change leader actively participates as a learner in helping the organization to improve. Transformational leaders learn from the experiences of their followers to help grow the organization (Palmer, 2008: 9). A leader must at all times embody personal integrity. Followers want to believe that their leader is unshakeably fair in public and in private. This principle is wholly embodied in the transformational leadership style. A transformational leader embodies the value of integrity and it is this value that produces an admiration of trust in followers. This trust is the driving and motivating factor that pushes followers to make a greater effort in order to accomplish the extraordinary.

A transformational leader in attempting to transform the organization must strive to empower subordinates who are even lower down the

organizational chain. Palmer (2008: 39) notes that this is accurate in that leaders are much of the time committed in meetings and other administrative duties. The nature of police work is such that there is always a call for service from the SAPS and the subordinates or the lower ranking officials are the implementers. The leadership has therefore to empower them to execute their functions with confidence, even in the absence of their leaders.

Transformational leaders, when implementing strategic plans, must apply the same principles of leadership regardless of context, but the style of execution must be applied differently in different contexts. For example, when executing the strategic plans in the informal settlements, there has to be a change in the *modus operandi*, as compared to the execution in the suburbs or the township. This is because there is so much diversity within the precinct. For example, the infrastructure differs, such as the quality of roads. In the informal settlements the roads are poor, muddy in the rainy season, often untarred, whereas in the suburbs or other parts of the policing precincts, the roads are tarred. The question of house numbers is also a challenge. In the informal settlements there is no proper numbering of houses or shacks, therefore when responding to a call for service in such an environment, the style of executing the strategic plans must be modified.

Nel and Beudeker (2009: 46) argue that transformational leadership has to be effective, taking the most appropriate actions and choosing the appropriate things that have to be done in implementing the strategy. Effectiveness in the police environment is vital because the work is risky and involves lives. Therefore when responding to calls for service, it is important to take appropriate actions that will ensure both safety and satisfaction. The victim's life is not in danger and the victim is happy with the service rendered. Therefore an effective leadership must instil all this

in his or her followers to ensure that citizens receive excellent service at all times.

Nel and Beudeker (2009: 47) also talks of interdependence when implementing strategic plans. This involves identifying, balancing, integrating and aligning all the external and internal variables and people that are likely to have an impact on the organization's capacity to fulfil its strategic leadership. The most important aspect of successful police work is team work. Inter-dependencies are thus not purely people-oriented, although people-related issues are the dominant factor. This will also focus on balancing the interests of all stakeholders, clients, employees, suppliers, shareholders, management, and the community within which the organization operates. For example, there are issues of accidents and mechanical issues on the SAPS vehicle which affects service delivery. Therefore there is a need for good working relationships with the SAPS garages to ensure that when the station takes its vehicles for repairs, it has to be quick to ensure that service delivery is not compromised. There is sector policing at the station that requires that each sector has two vehicles available to ensure quick response to calls for service. Therefore if the vehicles take time in the garage for repairs or for mechanical work, service delivery will be compromised as it will mean that if and when there is a call for service, vehicles will be withdrawn from other sectors to attend to the complaints in that sector and reaction time will be compromised.

5.3 THINGS WORKING WELL

Although leadership involves a few people holding positions, nonetheless the reality is that there is collective planning, decision-making and implementation of strategic plans within the station as all the members of the station play an important role in operationalizing the strategic plan. It is through the realization of teamwork and interdependence among all stakeholders that the goals and objectives of the station are achieved.

The external stakeholders are also involved in the running of the station and in the implementation of strategic plans. For example, the community members are involved as informers and patrollers and they serve as the eyes and ears of the station as they live in the communities with the perpetrators of crimes and are in a better position to inform the station about who the criminals are in order to root out criminal elements in the community and thus improve safety.

Looking at the SAPS Rabie Ridge there is a good working spirit and a high level of team work. The leadership is committed to the implementation of the strategic plans and the members are also taken on board in attempting to provide better services to the community to ensure that they are, and feel, safe. Most of the attributes of transformational leadership are evident in the station leadership. Issues of innovation are evident as the leadership uses their innovative ability to align the provincial strategic plans to their precinct policing needs and priorities.

The station also serves their community with pride as they are rated as four-star on the performance chart, which means overall station performance is rated between 70% and 85%. This is a good achievement and is an indication that they strive for excellence in the provision of their services. There is also a high level of competence as they are the second best performing station within their cluster, which consists of eight stations.

The role of the management team is to ensure that there is proper alignment and collective implementation of the strategic plans, involving all members of the station, both officers and non-officers as well as other role-players like the community patrollers, the informers, the Community Policing Forum (CPFs), the community at large as well as their partners from the provincial and cluster offices. This function is performed very well, hence the four-star performance rating on the performance chart as alluded to previously.

There is also participatory decision-making as most of their stakeholders are involved in their decision-making processes. For example, the community is represented in their station forums on a daily basis to discuss challenges affecting the station and to propose possible solutions.

There is staff motivation whereby the leadership motivates the staff by giving rewards to good performers; these could be cash rewards, trophies or good ratings on the Performance Enhancement Programme (PEP). The station also gives a verbal acknowledgement for work well done as well as written certificates to motivate members.

There is agreement from the respondents that there is proper command and control of resources at the station as the resources are well taken care of and there is accountability.

5.4 AREAS OF IMPROVEMENT

Although the station leadership embraces a lot of transformational leadership qualities, there are still some areas where they fail and need to improve. For example, the issue of communication is still not up to standard given that subordinates complain about the poor flow of information. Most of the information is not flowing downwards and only those members that are privileged to be close to the leadership will have information long before others.

There is also a challenge in that the abuse of power is evident in the station as members' complain of threats of dismissal from the leadership. Inconsistency also remains a challenge. This kind of leadership style is bad as it demoralizes the members. Punitive measures are not applied in a consistent manner. For example, punitive measures are harsh for some members and lenient for others. This is demotivating, undermines team

spirit and affects the efficient and effective implementation of strategic plans. Therefore the station needs to improve onits leadership styles; address the abuse of power; be consistent in their application of authority and leadership; and improve employee motivation. Management should also be supportive and considerate to the needs of their members and display empathy.

Issues of control and command should be balanced because if left unbalanced will lead to abuse of power. Police culture that calls for proper control and command as well as respect should not be confused as respect has to be a two-way process and authority should not be abused.

Leading by example is one of the many characteristics of transformational leadership that needs to be improved. Leadership must make time to participate in station operations and not only delegate. This is important because their expertise is often needed in operations and can even assist in preventing legal claims from members of the public for unlawful arrests and other matters.

For effective implementation of strategic plans, there is a need for adequate resources. The station has a shortage of both material and physical resources like vehicles, office space and personnel, which affects service delivery when implementing strategic plans especially when members are on leave and vehicles are booked into garages for mechanical repairs or due to accidents. Therefore the management must exercise their rights and authority and escalate the problem with both their cluster and provincial management to address this challenge.

Police culture needs to be reviewed. Most of the respondents, especially those who joined the police force prior to the democratic era in 1996, attest to the fact that the transition from police force to police service

diluted the police culture. Respect and discipline have diminished in the police service.

5.5 CONCLUSION

Most of the respondents, especially from the leadership, were satisfied with their running of the station. They were happy that through their management style and qualities they are yielding positive results when implementing their strategic plans. The management team was convinced that through their dedication, hard work, commitment, collective planning and strategic plan implementation, they are winning the fight against crime and criminality.

They also suggested that their success in implementing their strategic plan is due to team work and team spirit that exists at the station. They agreed that they are not perfect but they always strive for perfection when servicing their communities. They noted that the station is managed like a business whereby they are also assisted by the Batho Pele (People First) principles when implementing their strategic plans, and ensure that their customers come first.

Although there are those respondents who are not happy with the management style at the station, it is evident that their dissatisfaction is more of a personal nature than being work related. This is because they feel that they have been in the force long before their leaders and therefore find it difficult to accept orders and instructions from them. Their bitterness is also reflected on issues of promotions as they feel that the management does not want to promote them, not knowing that the management team has no influence in how promotions are decided.

However, on the whole team work and team spirit prevails at the station, resulting in the improvement from performing on two stars to a four-star station, which is considered a good performance.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 OVERVIEW

The research looked at the types and qualities of leadership that are necessary in ensuring that the strategic plans are optimally implemented to ensure the best quality of service delivery within the Rabie Ridge policing precinct. The qualities and types of leadership were explored within the framework of transformational leadership whereby expectations placed on such leadership are those of visionary, motivating, charming, encouraging, exemplary, thereby modelling the way, extraordinary or superhuman, good communicators. The research is of the view that in implementing strategic plans, there is a role that the type of leadership plays, either in making or breaking the spirit of the strategic plan implementers.

Looking at the historical and political development of the country, there is a need for the type of leadership that is driven by other factors such as charisma, passion and commitment to whatever they are doing. The apartheid history has left emotional scars especially in the security clusters, police being one of the major role-players, whereby they were used by the apartheid government to carry out their discriminatory acts. Therefore this research felt that looking at the history of transition from the apartheid government to the democratic government it is necessary to explore how the type of leadership affects or impacts on service delivery.

There is a need to ensure that SAPS members enjoy a positive work environment in order to promote productivity and professional service delivery. The leadership has to play a role to ensure that their

subordinates are happy and motivated. Leadership must ensure that they give their subordinates the highest level of support and encouragement possible, especially looking at the sensitive nature of police work. Being happy and encouraged at work and working in healthy environments have far-reaching implications as the results are not only felt by the employees but by the receivers of their service, the members of the community. For example, due to the healthy working relationship at the station, the station performs well according to the performance chart, which suggests that the community within the precinct gets the best quality of services. For example, it was stated that the response time when attending to complaints is significantly below the national target of 20 minutes in alpha complaints, which means that there is a quick response for calls for service. This is motivating even for the community members as they can put their trust in their police, knowing that they are always there when they need them.

A situation of transition presents challenges, and there are always people who are opposed to change. There are many reasons for this and amongst them is fear of what the new dispensation may hold for them.

Lack of knowledge is also a challenge as most of the respondents are bitter on issues of promotions; this affects their service delivery as they think that promotions lie within the remit of their leadership, whereas in fact leadership is not involved with promotions.

Therefore it is against such a background that to ensure that there is better implementation of strategic plans at the station, the type of leadership must be loving, accommodating, caring and supporting in order to assist their subordinates in overcoming their fears and insecurities to ensure that the station is rated first on the performance chart as well as number one within its cluster stations, thereby rendering the best possible to its communities.

6.2 RECOMMENDATIONS FOR TRANSFORMATIONAL LEADERSHIP.

I. **Leadership Style:** To inculcate a leadership style that will be sensitive to the needs and priorities of the station and at the same time respecting the members at the station, leaders acting in their capacities as visionaries, role models, mentors and change agents.

II. **Leadership Theory:** Instil characteristics found in transformational leadership theory whereby the leadership at the station will walk the talk, be empathetic, and be in a position to foresee and plan ahead.

III. **Leadership Skills:** To develop strong leadership skills like communication skills, whereby leaders at the station will ensure that there is proper communication and proper communication channels are followed and adhered to.

IV. **Training and development:**

- Station Leadership has an obligation to provide opportunities for an employee's continuous development through on and off the job education and training to improve and better them.
- It is recommended that the police station identify members with behavioural change problems and recommend programmes that will assist them in embracing and understanding change.
- The Police Station must be capable of swift learning and adaptation. They must learn from their mistakes as mistakes are the ultimate source of learning when they are identified, diagnosed and corrected.

V. **Motivation:** Over and above rewards or punishment, the station leadership should encourage members to embrace intrinsic motivation which involves things that will make officials feel good. For example, making a difference in someone's life, or going an extra mile in performing duties. Lynch (1993: 164) supported this when he said that people work at their best when they are optimistic, when they are hopeful and feel good about themselves. Leaders who encourage legendary performance help

their followers to be optimistic and to grow, encouraging team spirit through regular team-building exercises and flexible staff outings.

VI. **Emotional intelligence:** Leadership needs to be trained to have emotional intelligence, to know how to treat and handle different situations, especially looking at the sensitive nature of police work. The Harvard Business Review on the Mind of the Leader (2005: 99) lists the components of emotional intelligence as self-awareness, self-regulation, motivation, empathy, and social skills.

VII. **Systematic and strategic transformation**

- The station should have strategic consensus, which is a shared understanding and commitment to a strategic direction between individual and groups within an organization (Smith, 2000; 17). Higher levels of consensus will lead to higher levels of station performance. If there is shared understanding of how to implement strategic plans or the vision of the organization, there will not be need for threats of dismissals or issues of lack of commitment as there will be a shared strategic consensus.
- Leadership must encourage group think to ensure that there is shared vision and ownership in strategic plan implementation. Nanus (1992: 3) alludes to this as he said "there is no more powerful engine driving an organization toward excellent and long-range success than an attractive, worthwhile, and achievable vision of the future, widely shared".
- Encourage police culture that stresses respect and discipline. Encourage leadership that will embrace a police culture of dedication and willingness in 'squeezing crime to zero' (their slogan), team spirit, respecting the rank and file, being bold and taking control and command of whatever situation they are faced with.
- Leadership must alter the traditional way of supervision because most employees in the police environment today can do jobs better

than their supervisors, therefore subordinates must be given freedom to be innovative.

VIII. **Strategic plan implementation:** leadership should drive the strategic plan implementation by being change agents or champions in shaping and guiding the process.

IX. **Control and command mechanism:** Leadership has to take control and command of the station performance. They have to assess station performance during and after the implementation of strategic plans. These they can achieve by:

- Planning a target or standard performance
- Monitoring or measuring activities designed to reach that target
- Implementing correction if targets or standards are not achieved.

X. **Communication:** Proper complaints mechanisms are to be put in place to ensure that proper procedures are followed in case of aggrieved members to air their frustrations, to avoid unpleasant experiences whereby members resort to killing their leaders and committing suicide thereafter. They should encourage an open-door policy by the station leadership whereby members will be at liberty to discuss their problems with their leaders.

XI. **Decision-making:** Station leadership must shift decision-making from centralized to decentralized decision-making so as to involve the lower ranks in the decision-making process to ensure that they take ownership of the strategic plan implementation and all station processes that ensures that the station performs optimally. This will also assist in dismissing the “thinkers and doers” mentality.

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APPENDICES

APPENDIX 1 – LETTER OF CONSENT

7 November 2011

To whom it may concern

PERMISSION FOR MEMBERS OF SAPS RABIE-RIDGE TO PARTICIPATE IN RESEARCH

Dear Respondent,

My name is Monicca Masufi. I am a student at the Wits Graduate School of Public and Development Management (P&DM), studying a Masters' degree in the field of Public and Development Management (MMPDM).

I am doing research on leadership and implementation of strategic plans at the SAPS Rabie Ridge.

The aim of the research forms part of the requirement for the degree as well as to understand and assess the reasons how leadership impacts on the implementation of strategic plans.

Please be assured that the member's responses will be confidential and they are under no obligation to reveal their identities.

The interviews will include both the management team and the non-commissioned officers at the station and will take approximately 30 to 60 minutes. The dates will be communicated prior to my visit at the station,

but will be soon (in November). If you would like to obtain a final copy of this research I can be contacted on monicca@po.gov.za.

Thank you in advance for the permission without which this research will not be possible.

Yours Sincerely

Ms Monicca Masufi
Cell: 078 337 4475
E-mail: monicca@po.gov.za.

APPENDIX 2 RESEARCH QUESTIONS.

SECTION A: LEADERSHIP

1. What is your understanding of leadership?
2. What are the leadership qualities needed in the Rabie Ridge Police station to ensure that the strategic plans are effectively implemented to improve service delivery.
3. Does the station management accordingly posses those leadership qualities.
4. How does the cluster leadership assist the station in giving guidance and direction to ensure that the station performs optimally, to the best of their ability?
5. How does management style at the station impacts or affect service delivery.

SECTION B: STRATEGIC PLAN IMPLEMENTATION.

1. The SAPS Strategic Plan is developed at National level, and then cascaded down to Provincial level then to local level at police stations. When aligning the strategy to your stations policing needs and priorities, what are the challenges you encounter if any.
2. What is the overall stations level of performance according to the performance chart for the past six months
3. What is the different units level of performance according to the performance chart for the past six months
4. What is the stations level of performance in comparison with the other stations within the cluster (in terms of the performance chart)
5. What is the stations performance level according to the SAP6 for the past six months? Response times, arrest and seizure rate, crime detection rate, cases to court, conviction rate)

SECTION C: STAFF RELATIONS AND MOTIVATION

1. How does the station leadership motivates the staff to ensure service delivery. How are the best performers rewarded at the station?
2. How does the personal relationships impact or affects service delivery (operationalizing the strategic plans?
3. What efforts or initiatives is the management team taking to build the team spirit?

SECTION D: RESOURCES

1. How are the resources allocated at the station?
2. Is there a shortage of resources both physical and material or are they enough? Elaborate.
3. Does the resource allocation affect service delivery at the station?
4. Is there effective command and control of resources at the station?

SECTION E: POLICE CULTURE

1. How does the police culture influence service delivery at the station?

SECTION F: GENERAL COMMENTS

Any comments

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