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The role of community based leaders in the State Owned Entities in the City of Johannesburg

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To my supervisor DR Johnny Matshabaphala for his leadership, intellectual acumen, mentoring and priceless advise throughout the study.

To the 18 respondents for sacrificed their time and effort to engage with me and providing valuable input into the research study.

DECLARATION

I, Rajendra Pillay, declare that this research report is my own unaided work. It is being submitted for the degree of Masters in Management in University of the Witwatersrand, Johannesburg. It has not been submitted before any degree or examination in any other University.

_____

Signature: Pillay R.

_____ day of _____ year _____

Abstract

Former president of the movement Thabo Mbeki, in summarising what a government committed to and must do, said:

***"We must ensure that today is better than yesterday and that tomorrow will be better than today*."**

Effective leadership will play a pivotal role in ensuring that the words articulated by the previous president Mbeki is in fact realised and becomes a reality for all in South Africa. This is, equally the responsibility and mandate that all SOE's should accept and carry out a day-to-day basis. We need leaders that are "accountable, contemplative", who reflect and always put people and our constitutional values first. As the City of Johannesburg (COJ) embarks on a new journey by the appointments of community leaders to the boards of the SOE's in the City Of Johannesburg (COJ). This would indeed be ground breaking and the very first in the City of Johannesburg. As South Africa continues to address the imbalances of the past, at the centre and one of the most important is housing and liveable homes for all South Africans.

Therefore Community leaders appointed to the boards of the SOE's have an important and significant role to play to not only ensure community needs are met but also the transition and transformational agenda of the city and the country as a whole is achieved. Community leaders are seen to be more in touch with their communities they serve on a day to day basis. To some they are beacon of hope and to others they are mentors and role models. They also tend to give people hope that indeed tomorrow will be better than today.

The focus of the research was on one entity namely Johannesburg

Social Housing Company (JOSHCO). The entity has a capital budget of 1.5

Billion Rands. The mandate of this entity is to provide social housing and to transform traditional hostel dwelling into homes.

This shift from hostels to homes is a significant one and will require a life style change and will have significant impact on families and the community.

There is a problem of a leadership skills gap with/among community leaders appointed to the board of Johannesburg Social Housing Company (Joshco) as a State Owned Entity in the city of Johannesburg which will be needed to achieve the strategic objectives.

Community leaders bring a very different dynamic to the boards of the SOE in the city of Johannesburg. They most definitely have a voice and challenges the status quo, and their different views with a community focus. They most certainly add value to the entity and the shareholder.

It is most noticeable that community leaders have a transformational style to their qualities and traits as a leader. It is on that basis the researcher will demonstrate through the theories and research that is Transformational Leadership, and their qualities thereof is what is needed in the State Owned Companies in the City Of Johannesburg**.** Transformational leaders would most certainly advance the call for better, effective and efficient service delivery of services in the city. The researcher has focused on Transformational leadership as the conceptual framework for the purpose of this study.

The data was collected after having conducted 18 interviews with respondents. The respondents are as follows

- Board members of the entity
- Faith based organisation in the city of JHB
- Senior Administrative staff from the City of Johannesburg
- Community leader from civil society

Whilst having communities leaders are part of the board of the state owned entity, certain challenges were identified through this study, namely

- **Lack of leadership Skills**
- **Inductions and knowledge of the business**
- **All community based board members should sign a code of conduct and code of ethics**
- **The skills mix of the board must include members from different areas of business**
- **The must be oversight responsibilities fulfilled by the board members and not operational responsibilities**
- **Stakeholder relations and Communications**
- **Continuous professional development**

The researcher has also recommended strategies for implementation on the impact on the role of community leaders in the boards of the state owned entity in the city of JHB. They are as follows:

- Board member's must be trained on areas of leadership. The leadership qualities of board member's must be developed and enhanced

-The induction program should include areas like, roles and responsibilities of directors, financial management, the PFMA, strategy and leadership.

- The skills mix of the board must include members from different areas of business, that is HR, finance, technical i.e. engineering skills, Strategy and corporate governance and leadership.
- The Board of JOSHCO need to be at the forefront in terms of communicating with stakeholders, i.e. communities they service,

suppliers, labour unions and the staff members. The board needs to be proactive and constantly engage with communities.

- The board has to set up a transformation agenda / strategy
- Board members must receive continuous training and development. They should be Members of IODSA hey and must kept abreast with relevant director developments and relevant changes that directors should be appraised of.

The boards of state owned entities in the City of JHB is at the epicentre of service delivery for 4.5 million citizens of JHB. They must continue to drive the transformation agenda and ensure that the strategic goals of the entity and the shareholder will be realised. Board members must be willing to serve rather than self in rich.

“What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead “Nelson Mandela.

TABLE OF CONTENTS

1. INTRODUCTION 1
2. BACKGROUND 3
2.1 Global perspective on the role of community leaders in State Owned Companies 3
2.2 Sub-Saharan Africa perspective on the role of community leaders in State Owned Companies 4
2.3 South African context on the role of community leaders in State Owned Companies 5
3. PROBLEM STATEMENT 6
4. PURPOSE OF THE STUDY 6
5. RESEARCH QUESTIONS 7
6. LITERATURE REVIEW 7
6.1 What is literature review? 7
6.2 Significance of the literature review 8
6.2.1 To understand previous research on similar topics 8
6.2.2 To assist in identifying shortcomings or gaps in previous studies 9
6.2.3 To set boundaries in one study 9
6.3 LEADERSHIP 9
6.3.1 Definition of leadership 9
6.3.2 Definition of inspiration 9
7. THE THEORIES OF LEADERSHIP 10
7.1 Great Man theory 10
7.2 Transactional leadership theory 11
7.3 Bass theory of leadership 12
7.4 Theory X and Theory Y 13
8. CONCEPTUAL FRAMEWORK 14
8.1 Transformational leadership theory 14
8.1.1 Effects of leadership style on organisational performance 14
8.1.2 Relevance of transformational leadership in shaping employee attitudes towards organisational change 15
8.1.3 Transformational leadership and learning organizations. 16
9. RESEARCH METHODOLOGY 23
9.1 Study area 24
9.2 Research design 24
9.3 Quantitative research 24
9.4 Qualitative research 26
9.5 Strengths of a qualitative research study 28
9.6 Population 29
9.7 Sampling 29
9.7.1 Purposive Sampling 29
10. DATA COLLECTION 30
10.1 A Case Study approach 31
10.1.1 Characteristics of a case study 32
11. DATA PRESENTATION AND ANALYSIS S 32
12. RELIABILITY AND VALIDITY 32
13. SIGNIFICANCE OF THE STUDY 33
14. LIMITATIONS OF THE STUDY 34

15. ETHICAL CONSIDERATIONS 34
16. CHAPTER OUTLINE 34
17. RESEARCH TIMEFRAMES 35
17.1 Gantt Chart 35
18. REFERENCES 37
19. APPENDICES 41

1. INTRODUCTION

At the National General Council of the African National Congress (ANC) in 2000, former president of the movement Mr Thabo Mbeki, in summarising what government committed to and must do, observed that:

> *"We must ensure that today is better than yesterday and that tomorrow will be better than today*."

Effective leadership will play a pivotal role in ensuring that the words articulated by the former president are realised and become a reality for all in South Africa. This is equally the responsibility and mandate that all State Owned Entities (SOEs) should accept and carry out on a day-to-day basis. The country and the economy requires leaders who are "accountable and contemplative", who reflect and always put people and constitutional values first. The City of Johannesburg (COJ) embarks on a new journey through the appointment of community leaders to the boards of the SOEs in the City of Johannesburg. The term "ccommunity leaders" may be used as a designation, often by secondary sources (particularly in the media), for a person who is perceived to represent a community. A simple way to understand community leadership is to see it as leadership in, for and by the community. Community is frequently based in place and so is local, although it can also represent a community of common interest, purpose or practice.

Community leadership is a specific form of the general concept of leadership. It is frequently based in place and so is local, although it can also represent a community of common interest, purpose or practice. It can be individual or group leadership, voluntary or paid. In many localities, it is provided by a combination of local volunteers, business and government and is best served by what is called "place management", namely a combination within a region of government resources,

professional and business skills and the energies of the local community (Sorenson & Epps, 1996:115-117; Osborne & Gaebler, 1993).

Community leaders are not necessarily elected to their positions, and usually have no legal powers, but they are often used by the media and the police as a way of determining the general feeling within a particular community, or acting as a point of liaison between that community and various authorities.

The appointment of community leaders to the boards of SOEs is a ground-breaking initiative for the City of Joburg. As South Africa continues to address the imbalances of the past, at the centre and one of the most important challenges to address is that of housing and the provision of adequate shelter for all South Africans.

Community leaders who will be appointed to the boards of the COJ SOEs have an important and significant role to play, not only to ensure that community needs are met but also to promote the transition and transformational agenda of the City and the country as a whole. Community leaders are seen to be more in touch with their communities they serve on a regular basis. To some they are beacon of hope and to others they are mentors and role models. They also tend to give people hope that indeed tomorrow will be better than today.

Community leaders bring a very different dynamic to the boards of the SOEs in the City of Johannesburg. They have a voice that challenges the status quo, and their different views contain a community focus. They are well placed to add value to both the entity and the shareholder.

It is common that community leaders have a transformational style to their qualities and traits as a leader. It is on that basis the researcher will demonstrate through the theories and research that Transformational

Leadership, and the qualities thereof, is recommended for State Owned Entities in the City of Johannesburg**.** Transformational leaders will most likely advance the call for more effective and efficient service delivery of services in the City.

2. BACKGROUND

The City of Johannesburg has 11 entities, or State Owned Entities, which were established in 2000. The aim at inception of these companies in 2000 was to deliver services to the citizens of Johannesburg. Local Government being at the centre of communities and providing daily services has to be effective and efficient. Each company within the City has to have competent leaders who will transform and steer the company in achieving its objectives and mandates as set out in the business strategy. The focus of the research will be on one entity, namely the Johannesburg Social Housing Company (JOSHCO). The entity has a capital budget of R1.5 Billion. The mandate of this entity is to provide social housing and to transform traditional hostels into homes.

The shift from hostels to homes is a significant one and will require a lifestyle change and will have significant impact on both families and the community. The researcher will focus on the transformational agenda as set out in the relevant strategy and will consider the role of community leaders in achieving the stated goals and objectives.

2.1 Global perspective on the role of community leaders in State Owned Companies

In the United States and the United Kingdom, it is evident that community leaders play an important role in both the private and public sectors. Community leaders are seen as the conduit between the organisations and the people. If one has to consider the BP pollution disaster in the United States, for example, it is evident that community leaders ensured

that a peaceful resolution was achieved, thus playing an extremely important role.

These community leaders were seen as transformational leaders who could increase the efficacy and performance of organisations. This was an interesting concept in that Transformational leaders have a competitive advantage. Areas of the organisation considered in these processes are human resources, aims and strategies. The theory that the writer considered centred on transformational leadership. How do transformational leaders try to make changes that increase organisational efficacy and performance? Hersey, Blanchard and Dewey (2011, 56) in the United Kingdom define transformational leadership as “an informed influence process in individuals or groups to create discontinuous changes in current conditions and organisational performance as a whole”.

In China, community leaders create extraordinary motivation based on ideas and values and inspire thinking about various problems by using modern methods. The researcher will most certainly consider this point. While the world evolves and changes, for example with Information Technology (IT), consideration must be given to modern methods which will give a competitive edge to State Owned Entities.

2.2 Sub-Saharan Africa perspective on the role of community leaders in State Owned Companies

> “Destiny is no matter of chance. It is a matter of choice. It is not a thing to be waited for, it is a thing to be achieved.” (Khoza, 2011)

A useful focus area is Nigeria as a country. One of the most important considerations on the role of community leaders in SOCs is leadership during individual and organisational interactions.

How true is this statement? How often does an individual make a success of the organisation through their leadership qualities and direction alone? Transformational Leadership has certainly worked in Nigeria amongst community leaders. The areas in business where the recommendations were implemented has seen the desired results being achieved. Business was transformed and improved under the transformational leadership. The researcher engaged with critical research in the field. One of the key recommendations mentioned which the researcher will consider is the discussion by Hehra, Smith, Dixon and Robertson (2006: 12) who argue that, “when some organisations seek efficient ways to enable them to outperform others, a long-standing approach is to focus on the effects of leadership.”

Team leaders play a pivotal role in shaping members of the team and by challenging and setting new standards of doing business and achieving higher results. The position amongst community leaders in business has worked in Nigeria and will be considered for the purpose of this research.

2.3 South African context on the role of community leaders in State Owned Companies

Community leaders are considered very important in South Africa and are seen as influential figures in communities. Many excellent leaders are developed in communities who reflect and connect community priorities. Community leaders are able to shape the future through a shared vision with the community, and they also secure accountability from both the community and the local authority.

South Africa is setting out new demands for public leaders, and one of these is community leaders who will be trusted by the people and will deliver tangible results. These leaders will need to focus on the strategic vision, communication of that vision, model that vision and gain

commitments towards that vision. Matshabaphala (2008b: 1) states that it is strong leadership that will allow South Africa to deliver reformed public services through an appropriate leadership vision. This vision should be built on integrity, dedication and responsiveness to events. The leadership vision has to produce inspirational, visible and results-driven leaders.

Transformational leadership is a reflection of the traits and behaviours that are necessary for initiating change (Burns, 1978). Riggio (2006) agrees that transformational leadership relates to issues of transformation and change. It is further supported by Stoker et al (2012:) who suggests that transformational leaders are agents of change and show subordinates the future, inspiring them to achieve this new future. An important aspect of this theory is that it challenges the old order and traditional ways of doing things. It also enables followers to use creative skills and innovation to solve problems.

Leadership in State Owned Companies in the City of Johannesburg (SOE's), should reflect a transformational leadership style thus enhancing the state owned companies in the city. It is that vision as articulated by Matshabaphala (2008a: 10) clearly indicates that individuals and teams can transform their workplaces into institutions of Integrity.

3. PROBLEM STATEMENT

There is a problem of a leadership skills gap with/among community leaders appointed to the board of the Johannesburg Social Housing Company (JOSHCO) as a State Owned Entity in the City of Johannesburg, and such skills will be needed to achieve the strategic objectives.

4. PURPOSE OF THE STUDY

The purpose of the research is to determine the role and impact community leaders are making on the SOE (JOSHCO) in the City of Johannesburg with regard to leadership and technical skills in driving a transformational agenda within the organisation.

This study therefore aims to,

- Present the findings on the role of the community leaders in the entity;
- Interpret and analyse the findings on the role of the community leaders in the entity; and
- Recommend strategies for implementation and impact on the role of community leaders.

5. RESEARCH QUESTIONS

The following research questions were posed:

1. The primary research question is: What is the role and impact of community-based leaders in the State Owned Entity in the City of Johannesburg?

The secondary research questions are as follows:

1. What are the factors leading to problems experienced with the involvement of community leaders in the SOEs?
2. What are the leadership trends presented by community leaders in the SOE of JOSHCO in the City of Johannesburg?
3. What are the leadership strategies for consideration in the involvement community leaders in the SOEs?

6. LITERATURE REVIEW

6.1 What is literature review?

A literature review is a report of studies found in the literature related to a selected area of research or study. The review should describe, summarise, evaluate and clarify this literature. It should give a theoretical basis for the research and help the researcher to determine the nature of their own research. The review is an integral part of the research process and makes an important contribution to almost every operational step (Moodley, 2011). Literature review, according to Creswell (2014: 27), "is the sharing with the reader the results of other studies that are closely related to one you have chosen. It provides a framework for establishing the importance of the study as well as a benchmark for comparing the results for writing the literature into a study". According to Webster (2001: 8), "if the literature review is done well, it can assist increasing the knowledge in the area or field of study and also create new standards or benchmarks".

It is also the view of Wiersma (1995: 406) that, "literature review seeks to further justify the need for the research and in the process proving that the reader is knowledgeable in the area being studied." It highlights the outcomes and findings of other studies related to the one being reported upon (Fraenkel & Wallen, 1990) and gaps identified and recommendations made for future studies and research. A literature review goes beyond the search for information and includes the identification and relationships between the literature and the selected field of research

6.2 Significance of the literature review

6.2.1 To understand previous research on similar topics

This is the examination of prior significant findings, shortcomings as well the gaps identified from similar studies conducted in similar fields. The types of studies conducted in which geographical location, the cultural

backgrounds if any, and impact of the studies are explained provides information that will assist in research chosen and assist in developing the theoretical framework.

6.2.2 To assist in identifying shortcomings or gaps in previous studies

Through literature review one is able to identify both strengths and weaknesses as well as gaps in the reviews. This information will be used and considered in the current research to ensure that all gaps identified are addressed and adequate recommendations made.

6.2.3 To set boundaries in one study

The other significance of literature review is to assist in setting boundaries for the research or study to be conducted. This will also ensure that the research conducted is specific and has a focal point rather than being too broad and open-ended and not meeting the goals and objectives as set out in the study or research.

6.3 LEADERSHIP

6.3.1 Definition of leadership

A leader is a person who influences others to accomplish the organisational goals and objectives. Leaders hope to inspire the people that follow them. Leaders are responsible to communicate the organisation’s vision and for providing a motivating environment to gain followers.

6.3.2 Definition of inspiration

Inspiration is derived from a Latin word meaning “to breathe in”. As it relates to leadership, inspiration refers to breathing life into or enlivening the way people think, feel, act and dream so that they may be motivated and enthusiastic in order to accomplish the goals as set. Traits of a good leader are relationship building, respect for everyone, effective communication skills, and the will to empower subordinates.

7. THE THEORIES OF LEADERSHIP

The history of the theories of leadership inevitably shares the origins of the concept of the philosophy of leadership. Out of the numerous philosophical inquiries, it emerges that most of the theories of leadership are in many ways related to the findings and postulates in psychology. The interests of philosophy and psychology in leadership are in both the domains of human nature and human behaviour. On the frontier of human nature, there is interest in why certain people behave in certain ways.

7.1 Great Man theory

Carlyle’s theory, namely the ‘great man’ theory, suggests that leaders are born and not made. He supports the argument by research scientist De Neve who concludes that some individuals are born with a special gene called “rs 4950” which can be passed from one generation to the next. This research is centred on the theory that if one has a particular gene then one is a leader and will possess the necessary qualities required of a leader. Having considered this theory, the researcher did not support it as proposed. This theory is centred around a particular gene “the rs 4950” that enables one to be an effective leader.

It is believed that every individual has the potential to become an effective leader which will entail having the necessary skills, competence and the appropriate qualifications required. A leader should also have extensive knowledge of the organisation and processes to be a good leader.

Therefore, the qualities that a leader possesses are very important. The qualities of effective leadership include relationship building, respect for everyone, communication skills such as active listening, and empathizing with other points of view, as well as empowering and collaborating with subordinates. According to Matshabaphala (2008b:1), in the public service it is important that civil servants should maintain transparency and also behave in a manner that will keep them as men and women of integrity. He further supports the open system as one of the positive philosophies in good governance and cites that good leadership is characterised by transparency and openness. Where people feel that they are marginalised they attempt to draw attention to themselves in other ways.

Good leaders are made and not born and someone with the desire and willpower can become an effective leader. Good leaders develop through a continuous process of self-study, education, training, and experience (Jago, 1982). It is therefore the view of the researcher that Carlyle's theory on leadership is not relevant and supportive.

7.2 Transactional leadership theory

Transactional leadership considers followers that follow the leader but do not have passion and commitment for the responsibility and tasks at hand in order to achieve a desired objective. According to Boehnke, et al (2003), "The leader focuses on having internal actors perform the tasks required for the organization to reach its desired goals". Transactional leaders will try and achieve these goals by ensuring that the path to the goal is clear, concise and understood by all the followers. The leader clears all obstacles from the path to ensure the goals that have been set will be achieved. The leaders take the necessary steps to ensure the followers are adequately motivated to achieve the desired goals. (House & Aditya, 1997).

The types of qualities displayed by transactional leaders are corrective and constructive in nature. Constructive behaviour entails rewarding the followers, and corrective behaviour is management by exception. Once the followers have completed the task as stipulated by the leaders and have met all criteria, the members are given a reward. This reward is in line with followers' expectations once all tasks are achieved. The group or teams are motivated by the potential recognition or reward, and therefore will be dedicated and committed to achieving the desired results. The level of performance will be at a high level (Bass, 1985). This style of leadership implies close monitoring for deviations, mistakes, and errors and then taking corrective action as quickly as possible when these occur.

7.3 Bass theory of leadership

Bass' theory of leadership states that there are three basic ways to explain how people become leaders (Stogdill, 1989; Bass, 1990). The first two explain the leadership development for a small number of people. These theories explain that some personality traits may lead people naturally into leadership roles. This is known as the Trait Theory.

A crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person. This is the Great Events Theory. Furthermore, people can choose to become leaders. People can learn leadership skills. This is the Transformational or Process Leadership Theory which is presently the most widely accepted theory.

Senior leaders in public sector organisations lead, focus on those elements of core business considered important, and attempt to achieve an appropriate balance between the national priorities set by government and those determined locally or within the service. Additionally, public leaders have to pay due regard to the expectations and needs of partner

organisations or agencies. The world of the public sector leader is thus a complex one and one in which he or she has to take account of what the public values in the same way as private sector leaders need to take account of what the shareholders' value. Invariably, for the private sector it is profit but for the public leader it is about achieving the social goals desired by communities. These need to be delivered in a way that achieve legitimacy with the community and will be politically sustainable.

Public sector reform can be linked to four main leadership contexts, namely community, political, organisational and individual leadership.

7.4 Theory X and Theory Y

Theory X and Theory Y were developed by McGregor. Theory X has established that some people in the workplace simply do not like doing their work and they will do everything they can to avoid it. These are the people who do not want to take responsibility. Research further reveals that there are public servants who present such attributes. It is through this behaviour that the output levels clearly diminish. In the theory Y domain, there are people for whom professionalism and the assumption of responsibility comes naturally. Once again, research reveals that such people are to be found in the public service. These are the public servants who serve as role models in the professionalization initiative (Groenewald, 2013).

Public leadership and effective public leaders have distinguishing features, with one important one being community change. The possibility of looking at leadership to improve the outcomes of public policy is explored. The concept of leadership was explained as being, "… better to see leadership as a complex multifaceted phenomenon". This view is supported by the researcher. Leaders feel both powerful and in control and at times powerless and out of control.

These factors are important to consider as the researcher looks to consider these in the research to be conducted. The democratic theory of public leadership was considered. The writer emphasises that public leadership should reflect a collective leadership style in which the responsibility rests throughout the organisation. The theory chosen clearly links to the topic and supports the augments.

Various models of democratic leadership are discussed, namely the traditional model and the contemporary model.

8. CONCEPTUAL FRAMEWORK

According to Judge, Stoker and Wolman (1995: 3), conceptual framework provides a language and frame of reference through which reality can be examined. Consequently, the result, if successful, is new and provides fresh insights that other frameworks or perspectives might not have yielded.

8.1 Transformational leadership theory

8.1.1 Effects of leadership style on organisational performance

The effects of leadership styles and how this will affect the overall performance of the organisation are explained by Messick and Kramer (2004: 16), amongst others, as, “the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal ability but also the characteristics of the situation and environment that one finds himself in.” It is thus knowing that experiencing challenges will assist in achieving the desired results and contribute to a better planning process. One of the most important considerations is that “Leadership is one with the most dynamic effects during individual and organisational interactions” (Messick & Kramer, 2004: 16).

Where individuals are seen to be making a success of the organisation through their leadership qualities and direction, this indicates that Transformational Leadership has worked. In those areas in business where the recommendations were implemented, the desired results were achieved. Business was transformed and continues to be improved under the transformational leadership style. One of the main areas to be considered by the researcher will be the discussion by Hehra, Smith, Dixon and Robertson (2006) who suggest that, “when some organisations seek efficient ways to enable them to outperform others, a longstanding approach is to focus on the effects of leadership.”

Team leaders play a pivotal role in shaping members of the team and challenging and setting new standards of doing business and achieving higher results.

8.1.2 Relevance of transformational leadership in shaping employee attitudes towards organisational change

As organisations evolve and change over time, it is critical that the leaders play a pivotal role in ensuring that the change is embraced, and that employees buy into the shifts and the organisational goals that need to be achieved, having implemented the necessary changes to the organisation.

Transformational leaders assist in shaping employee attitudes towards organisational change and ensuring the best positive attitudes of employees are achieved. This should occur during the transformational process as well as after the change has been implemented. Many studies have shown that results of organisational change are often very poor. According to Beer and Nohria (2000), “there is only 30% success in implementing organisational change”. Higgs and Rowland (2005) share similar data. Existing literature in the field was consulted. After reviewing

the relevant theories, the researcher supports the view that, “transformational leadership is considered to be particularly relevant to organisational change” (Eisenbach et al, 1999).

According to Bass (1994), “there are four components of transformational leader behaviour: idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration.” Components of transformational leadership as articulated by Bass support this theory to bring positives to organisational change.

8.1.3 Transformational leadership and learning organizations.

Transformational leaders make followers aware of the desired goals and how to strategise in order to achieve them. This type of leader motivates the followers to such an extent that the followers set aside their personal interests and desires and put the organisation first. The organisation’s goals and vision receive critical attention. The qualities that a transformational leader should possess include emotional maturity, intellectual rigor, sound morals, and ability to coach and mentor, according to Burns (1978) and Bass (1985).

Burns (1978: 14) states that “transformational leadership involves the process of influencing major changes in organizational attitudes in order to achieve the organization’s objectives.” Once the vision is revised together with the values and norms, the transformational leaders then begin to shift the culture based on the new values and norms. According to Bass, a “transformational leader’s behaviour originates in the personal values and beliefs of the leader and motivates subordinates to do more than expected.” Bass (1985: 1990) and Burns (1978: 34) identifies transformational leadership as a process whereby, “one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality”.

In the transformational leadership style the followers trust and admire the leader, show loyality and respect, and are willing to work collectively to achieve the stated goals. The transformational leader motivates by making followers more aware of the importance of task outcomes, encouraging them to transcend their own self-interest for the sake of the organisation or team. According to Bass and Avolio (1994), “this leader encourages followers to think critically and seek new ways to approach their jobs, resulting in intellectual stimulation. his results in an increase in performance, satisfaction and commitment to the desired tasks. Bass (1990, p132) proposed four behaviours or components of transformational leadership to include charisma, inspirational motivation, intellectual stimulation, and individual consideration.

Humphreys and Einstein (2003: 62) argues that, “charisma, or idealized influence or attributes, is characterized by vision and a sense of mission, instilling pride in and among the group, and gaining respect and trust.”. Charismatic behaviour means that members put the interest of the self aside and focus on the group. In so doing a great amount of trust is placed on this type of leadership. According to Bass and Avolio (1994), “inspirational motivation is usually a companion of charisma and is concerned with a leader setting higher standards, thus becoming a sign of reference” Bass (1985: 40) further notes that, “followers look up to their inspirational leader as one providing emotional appeal to increase awareness and understanding of mutually desirable goals.” High expectations are communicated at all levels with the organisation. The leader makes the change appear exciting and positive.

Once the followers are motivated they have a sense of meaning towards their work. They are automatically encouraged to function in teams with this new sense of meaning. The followers show new behaviour patterns, including optimism and enthusiasm. According to Bass (1985), “intellectual

stimulation provides followers with challenging new ideas and encourages them to break away from the old ways of thinking". The leader is thus characterized as one promoting intelligence, rationality, logical thinking, and careful problem solving. The followers start to see solutions in a different light when faced with problems or a difficult task. The leader encourages innovation, creativity and a new way of thinking. The fourth area of transformational leadership is "individual consideration" which is focused around coaching and mentoring (Bass, 1985; Bass & Avolio, 1990).

The leader plays a mentoring role for the followers and focusses on developing areas of their strengths and pays attention to areas needing improvement. Bass explains that, "individual treatments are done in order to enhance effective ways of addressing their goals and challenges (Bass, 1985).

Transformational leaders persuade their followers to choose the interests of the organisation above that of self-interest. In so doing, it follows levels of need as explained in Maslow's (1954) Hierarchy of Needs from lower level concerns to higher levels of achievement and self-actualisation. The writer critically analysed previous research which indicated both the positives and negatives of each theory. The critical issues were the criticism of transformational leadership, described further below.

A number of scholars criticise transformational leadership (Beyer, 1999; Hunt, 1999; Yukl, 1999; 2011). Yukl (1999) challenges the concept of transformational leadership in a relevant manner, noting that, "the underlying mechanism of leader influence at work in transformational leadership was unclear and that little empirical work existed in examining the effect of transformational leadership on work groups, teams and organisations". It was further noted that an overlap exists between the constructs of idealized influence and inspirational motivation (Hunt, 1999;

Yukl, 1999). Yukl (1999; 2011) suggests that, “the theory lacked sufficient identification of the impact of situational and context variables on leadership effectiveness.

The suitability of transformational leadership varies according to context and the need for additional empirical work on the relationship between transformational leadership and team outcome. Transformational leadership does indeed affect the performance of international assignments in a range of complex projects by contributing to work adjustments and positive outcomes. According to Drucker (1992: 100), this is explained as a means to an end and not an end in itself, the end being the institutional success achieved through effective leadership.

The review makes mention of the five qualities of leadership which the researcher has rated excellent and will utilise as part of the proposed research. These five qualities are performance, responsibility, accountability transparency, and empowerment.

As citizens of the country, most people will hold an opinion on the leadership and professionalism of the public administration. There are also areas or pockets of excellence. Matshabaphala (2014) links ethics and leadership and the impacts thereof. Ethics is one of the cornerstones upon which sound leadership is based. ethical theories considered were Adair (2013); some of the most pronounced orientations in the behaviour in the public service such as egoism, altruism and the categorical imperatives find their way in the discussion in this Journal. Egoism was found to be closely related to problematic behaviours in the public service. The researcher agrees with Matshabaphala (2014), in that egoism is a factor that can produce leaders that will serve self-interest and not the interests of their followers.

Altruism has to do with public servants producing the greatest good for the largest number of people, even with limited resources (Andrew, 2013: 16). In the public service arena there are many people who demonstrate such a commitment to improved service delivery and continue to serve and lead with excellence. It was important to note that there is a growing understanding that such individuals who are role models in the public service are increasing in number.

Hersey, Blanchard and Dewey (2009) defines transformational leadership as “an informed influence process of individuals or groups to create discontinuous changes in current conditions and organisational performance as a whole.” Boss and Alive (1996) expands on Burns’ model and operationalises it in a questionnaire titled “Multifactor Leadership Questionnaire (MLQ).” Included in this model were areas of idealized influence, intellectual stimulation, inspirational motivation and individualized considerations. Transformational leaders create an extraordinary motivation in relation to ideas and values and inspire thinking about various problems by using modern methods. While the world evolves and changes, such as in relation to IT, considerations must be given to the utilisation of modern methods. Modern methods provide a competitive edge, and transformational leadership supports such an approach through improved performance.

The factors considered in transformational leadership are charisma, motivation, stimulation, teaching and coaching. There is a balance between leadership and team work. Good leaders motivate their teams around them. Bass (1990) suggests that the leaders motivate their followers to such an extent that they complete their tasks beyond their expectations. Transformational leadership is a process where one or more persons engage with others in such a way that leaders and followers lift one another to higher levels of motivation and ethics.

The transformational leadership style includes trust, admiration, loyalty and respect for the leader. When comparing leaders and teams, the ideal role is to ensure integrity, accountability, quality, fairness and satisfaction of stakeholders.

Soft skills are qualities that every good leader possesses, and the leaders must continue to grow those skills and competence levels. Successful leaders are able to achieve effective communication, build relationships with followers, motivate followers and guide and mentor their team.

Excellent leaders promote community leadership. They reflect and connect community-led priorities and shape the future through shared vision. They secure accountability which is essential to the current South African context of development, where there is a critical need for accountable leaders and new standards are being set for those public leaders.

Matshabaphala (2008b: 1) states that strong leadership will allow South Africa to deliver reformed public services through an appropriate leadership vision. This vision must be based on integrity, dedication and responsiveness to events. The leadership vision needs to produce inspirational, visible and results-driven leaders. Transformational leadership is a reflection of the traits and behaviours that are necessary for initiating change (Burns, 1978). This is supported by Riggio (2006) who suggests that transformational leadership relates to issues of transformation and change. It is further supported by Stoker et al (2012: 585) who explains that transformational leaders are agents of change and show subordinates the future and inspire them to achieve this new future. An important aspect of this theory is that it challenges the old order and traditional ways of doing things. It also enables followers to use their creative skills and innovation to solve problems.

Leadership in State Owned Companies in the City of Johannesburg should reflect a transformational leadership style thus enhancing the functions of SOEs in the city. It is through that vision, according to Matshabaphala (2008a: 10), that individuals and teams can transform their workplaces into institutions of integrity. According to Stoker et al. (2012: 583), transformational leadership consists of intellectual stimulation, charisma, individualised considerations, supporting the followers to work towards a common goal, and also encouraging support between team members. There is a major element of trust, according to Yukl (2005) in that the behaviour portrayed by the leader makes followers trust and respect him or her. Anderson (1992: 51) states that transformational leaders motivate subordinates to achieve a higher level of self-actualisation needs, therefore self-actualisation becomes a primary motivator. Elements of a transformational leader as explained by McShane & Von Glinow (2007: 255-256) include strategic vision, communicating the vision, modelling the vision, and gaining commitment towards the vision

A leader that will be trusted by the people and also deliver tangible results is one who will focus on the strategic vision, communication of that vision, modelling that vision and gaining commitment towards that vision. The researcher also focuses on the definition of leadership according to Drucker (1992: 100). It is explained as a means to an end and not an end in itself, the end being the institutional success achieved through effective leadership.

The researcher holds the view that good leaders are made and not born. Where there is the desire and willpower, an individual can become an effective leader. Good leaders develop through a continuous process of self-study, education, training and experience (Jago, 1982).

In the transformational leadership style the following takes place: the follower feels trust, admiration, loyalty and respect towards the leader and

is motivated to do more than what was originally expected (Bass, 1985; Katz & Kahn, 1978). The transformational leader motivates by making followers more aware of the importance of task outcomes, and encouraging them to transcend their own self-interest for the sake of the organization or team. The Public Protector has stated that, "The kind of leaders we need to succeed as a nation are there, individuals that subscribe to "steward leadership", and further explains that, "we are where we are because of leaders that were selfless and inspired by a vision and a desire to create an inclusive society where there is social justice. We need our leaders to keep that in mind. As long as there is injustice in some corners of our society; as long as there is still poverty we have a problem". Madonsela (2014) also suggests that leaders are needed who will be, "accountable, contemplative, who reflect and always put people and our constitutional values first, who reflect at all times if what I do this minute is sending the right message in terms of the values that we are supposed to live by."

9. RESEARCH METHODOLOGY

Research strategies assist researchers to execute their research in a way that addresses the objectives and research questions. Bryman (2012) described research strategy as a general orientation to the social research. Schurink (2009) explains this as a researcher's plan for executing a study, from identifying the topic to interpretation of results. MacNab (2013), in describing the three research strategies, indicates that an appropriate strategy is selected to address the research problem and research objective. Punch (2014) shows that qualitative research design is non-interventionist whereas quantitative research varies from extreme interventionist to non-interventionist. In cases where mixed methods are utilised, a quantitative method could understand the general condition whereas a qualitative method more fully understands the specific case (Gatrell, Jensen & Bierly, 2012). It is important to note that there are three

main research strategies, namely qualitative, quantitative and mixed methods strategy.

9.1 Study area

The researcher aims to conduct a qualitative research on the lack of leadership and technical skills of community leaders appointed to the board of the Johannesburg Social Housing Company (JOSHCO) as a SOE in the City of Johannesburg to achieve the strategic objectives. The Growth and Development Strategy (GDS2040) is the city's long term strategy of the Company and the Shareholder. The study area will be limited to the Johannesburg Social Housing Company (JOSHCO), one of the SOEs in the City of Johannesburg as the case study and area of study.

9.2 Research design

Kumar (2008) argues that research is an original contribution to the existing stock of knowledge, making for its advancement. It is the pursuit of truth with the help of study, observation, comparison and experiment. Kumar (2008) defines the research design as a plan, structure and strategy of investigation so conceived as to obtain answers to research questions and problems. Furthermore, he points out that research design is a procedural plan that is adopted by the researcher to answer questions validly, objectively, accurately and economically. Kothari (2006) defines research methodology as a way to systematically solve the research problem. It may be understood as the science of studying how research is undertaken scientifically.

9.3 Quantitative research

Quantitative methods emphasize objective measurements and the statistical, mathematical or numerical analysis of data collected through polls, questionnaires and surveys, or by manipulating pre-existing statistical data using computational techniques. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon. In conducting quantitative research, the aim is to determine the relationship between one thing (an independent variable) and another (a dependent or outcome variable) within a population. Quantitative research designs are either descriptive (subjects usually measured once) or experimental (subjects measured before and after a treatment). A descriptive study establishes only associations between variables; an experimental study establishes causality.

Quantitative research deals in numbers, logic and an objective stance. Quantitative research focuses on numeric and unchanging data and detailed convergent reasoning rather than divergent reasoning, or the generation of a variety of ideas about a research problem in a spontaneous, free-flowing manner. The main characteristics of quantitative research are the following:

- The data is usually gathered using structured research instruments.
- The results are based on larger sample sizes that are representative of the population.
- The research study can usually be replicated or repeated, given its high degree of reliability.
- The researcher has a clearly defined research question to which objective answers are sought.
- All aspects of the study are carefully designed before data is collected.
- Data are in the form of numbers and statistics, often arranged in tables, charts, figures or other non-textual forms.

- The project can be used to generalize concepts more widely, predict future results, or investigate causal relationships.
- The researcher uses tools such as questionnaires or computer software to collect numerical data.

The overarching aim of a quantitative research study is to classify features, count them, and construct statistical models in an attempt to explain what is observed.

9.4 Qualitative research

Qualitative research strategy is mainly associated with collection of data that is descriptive and narrative rather than numerical. Qualitative strategy usually emphasises words rather than quantification in collection and analysing of data (Bryman, 2012). When outlining the differences between research strategies, Neuman (2011) indicates that research that requires soft data such as words, sentences, symbols and photos dictates a qualitative strategy and data collection techniques that differ from hard data. McNabb (2013) describes qualitative strategy as a non-statistical inquiry technique used to collect data about the social phenomenon. Johnson (2010) explains the importance of qualitative research while cautioning the researchers about the biasness that the strategy may have if not carefully applied. He further indicates that misinterpretation of qualitative data is common, therefore, researchers need to ensure that their interpretation is not biased. Qualitative research is more subjective, where the researcher's own subjective interpretation of what they see and hear is evident (McNabb, 2013), whereas quantitative research is more objective.

Qualitative research design will be used for the purpose of this study primarily because it focuses on social constructivism, which is the essence of the study. Among the reasons for choosing qualitative research design

are that it properly provides a thorough description of complex phenomena. It further helps in gathering an in-depth understanding of human conduct and the reasons that inform such conduct. It is concerned with subjective assessment of attitudes, opinions, perceptions and behaviours of individuals and groups, which is an inherent necessity for this study.

Qualitative design is aimed at providing an in-depth and interpretive perspective of the social world of participants by learning about their social and material conditions, experiences and history. Furthermore, its data collection methods ordinarily involve close interaction between the researcher and the research participants.

The inductiveness and flexibility of qualitative data collection methods has numerous advantages, among them the ability to probe the responses of individuals as and when needed, and to obtain more information pertaining to descriptions, explanations and experiences, as well as beliefs and answering the why and how.

Hesse-Biber (2006: 3) states that, “a qualitative research is a very unique and ground breaking approach that fosters a particular way and manner to asking questions and recording their responses which is a thinking through problems”. Qualitative methods include semi-structured interviews, direct observation and case studies. It is important to note that qualitative methods are based on a number of distinct principles. They are holistic, recognise multiple realities, are interpretive and inductive, involve field work and focus on individuals.

There are common key elements of qualitative research that the researcher must consider which include understanding the social world of the participants, rich data drawn from responses, and the consideration of emerging concepts and ideas.

9.5 Strengths of a qualitative research study

According to Hesse-Biber (2006: 3), “a qualitative research is a unique and ground-breaking approach that fosters a particular way and manner to asking questions and recording their responses which is a thinking through problems”.

According to Kumar (2008: 4-5), “research is an original contribution to the existing knowledge in making its advancement”. Kumar (2008: 94) defines research design as a plan to investigate and obtain possible solutions and answers to the research question and problem statement.

Research design is thus a structured plan which the researcher uses to answer questions around validity, objectivity and accuracy.

9.6 Population

There are 11 entities with 130 board members in the City of Johannesburg. The Johannesburg Social Housing Company has a capital budget of R1.5 billion, and 1,800 staff members. The executive committee comprises six individuals. The board consists of 11 directors. The company secretary is the officer of the board in terms of the Companies Act of 2008.

9.7 Sampling

Considering the size and characteristics of the population, purposive sampling technique will be used. Sampling is any portion of a target population as representative of that population. Moore (2012: 202) points out that a sample is a part of a population from which information is collected. A sample is used to draw conclusions about the entire population. Gerrish and Lacey (2010: 142) points out that sampling is a necessary aspect of all social research as by definition it is not possible, except in exceptional and limited circumstances, to carry out a consensus that collects data from the total population. Sampling reduces the cost of research projects and also reduces the time required to gather data.

Qualitative researchers are not as concerned with identifying the total population. They seek rather to identify key individuals that provide a rich source of data. Cohen (2003: 93) argues that in a qualitative style of research, researchers may use small sample sizes due to constraints of time and cost. The researcher will therefore select all eleven board members from the entity which will be the sample size for this research.

9.7.1 Purposive Sampling

Purposive sampling gives the researcher a chance of selecting cases with a specific purpose. A purposive sample is one where people from a pre-specified group are purposely sought out and sampled. It is used to justify the inclusion of rich sources of data that can be used to generate or test out the explanatory framework. Lyon (2012: 88) points out that purposive sampling will have a risk of bias, as certain groups may be excluded from the research, through being unknown to the researcher.

10. DATA COLLECTION

Data collection is essential to gather data from the sample to help answer the research questions (Bryman & Bell, 2015: 14). This research study will use interviews as a source of primary data collection.

In qualitative research, data collection is done mainly through three basic techniques: observations, interviews and documents analysis (Wagner, Kawulich & Garner, 2012).These are instruments that researchers decide on and commit to one or more for the purpose of gathering data that will answer the research questions. Creswell (2014) in describing the data collection procedures indicates that data collection instruments assist the researcher in setting the study boundaries and also come up with procedures that the researcher will use to record collected information. Data collection is perceived as the key element in each and every research (Bryman, 2012). Bryman (2012) futher indicates that the instruments used could be designed in a structured, semi and unstructured manner. The two main data collection instruments to be considered are the observation shedule and the interview schedule.

This research will use interviews as a method of primary data collection. The main advantage of primary research data collection is that the researcher has total control of the process. The researcher is able to design the process to meet his or her needs. Interviews can be guided or redirected in real time by the researcher as they are not restricted to

specific questions. A questionnaire will be developed and interviews conducted to obtain valuable information. All key characteristics as listed above will be considered and implemented to ensure that the processes followed are credible.

Interviews are the most commonly used intrument for collection of data in qualitative research (Bryman, 2012) and this instruments allows the participants to provide detailed information about their ideas, experiences, beliefs, opinions and behaviour (Wagner, Kawulich & Garner, 2012). The interview is a process that involves a question-and-answer session between the researcher and one or more participants at a time with the aim of gathering data. Various authors including Bryman (2012) provide different kinds of interviews that include the unstructured, semi- and structured interviews. The structured interview utilises a questionnaire and is mostly used in survey studies whereas the unstructured and semi-structured interviews are mostly used in qualitative research.

Based on the suitability and flexibility of the semi-structured interview when gathering qualitative data, this research will used the semi-structured interview to gather data.

10.1 A Case Study approach

According to Yin (2012: 4), “a case study is an empirical inquiry about a contemporary phenomenon, set within its real-world context”. According to Creswell (1994: 12), “a case study, a single person, program, event, process, institution, organisation, social group or phenomenon is investigated within a specified time frame, using a combination of appropriate data collection devices.”

The case study approach will enable the researcher to compile a systematic and comprehensive picture of the role and impact community

leaders are making on the SOEs in the City of Johannesburg with regard to service delivery and in driving a transformational agenda within the organisations. The extent to which the mandate of each of the companies is fulfilled as far as communities receiving effective and efficient services delivery is concerned, will also be examined.

10.1.1 Characteristics of a case study

A case is a bounded system and if it is not intrinsically bounded it is not a case. The case can be bounded by time and place or by context and definition. The case study has a finite quality in terms of time, space and components comprising the case (participant/s). In the effort to maintain wholeness, unity and integrity of the case, a case study cannot be generalised but can provide a rich picture that can become a prototype for learning. An informed reader determines what is useful to take away if written up holistically.

It is during the design phase that the researcher needs to determine what the case is. This is a fundamental question that needs to be answered. The researcher should identify what must be analysed, whether the individual, the programme, the group, the process, the results/consequences, or the change. This has to be linked back to the research question.

11. DATA PRESENTATION AND ANALYSIS

A narrative form of data analysis will be utilised. The recorded interview data will be transcribed and coded based on the themes. Information from document analysis will further be presented in accordance with the themes.

12. RELIABILITY AND VALIDITY

Error reduction will constitute the essence of enhancing reliability and validity in this study (Brink, 1993: 35). In order to realise error reduction in this study the researcher will ensure that the participants understand the subject of the investigation clearly during data collection through interviews.

The researcher will promote trust with the participants so that they provide credible and relevant information. The researcher will repeatedly put the questions to the participants and compare responses. The findings will be validated with the participants and cross-checked by experts in the same research field. Trustworthiness in relation to qualitative data is a conceptual term. The researcher will make use of three appropriate techniques to enhance validity, reliability and credibility, namely triangulation by which the researcher will deliberately seek evidence from a wide range of sources and compare findings; member checking by which the researcher will feed the findings back to the participants and get them to reflect the issues; and audit trails to ensure every part of the process is clearly defined and documented and to analyse the data holistically. Error reduction will constitute the essence of enhancing reliability and validity in this study (Brink, 1993: 35). In order to realise error reduction the researcher will ensure that the participants understand the subject of the investigation clearly during data collection through interviews.

13. SIGNIFICANCE OF THE STUDY

This study is significant in terms of encouraging and promoting community members to contribute meaningfully and add value at a strategic level on the boards of entities. The study will address focus areas in leadership and their technical abilities to function effectively as board members. The study will also influence the way the other 10 entities in the City of Johannesburg train and develop their community leader members.

14. LIMITATIONS OF THE STUDY

The researcher is currently employed by the City of Johannesburg. The researcher will ensure that the professional requirements for objective research are met throughout the research processes and will maintain a high level of professionalism and confidentiality at all times.

15. ETHICAL CONSIDERATIONS

This study will involve the collection of data and information from the 11 board members and the company secretary. Privacy, confidentiality and anonymity will be observed at all times. All selected participants will participate voluntarily without any undue pressure. All information obtain will be kept confidential and stored in a secured environment at all times.

The researcher will ensure that all participants are aware of the following: Confidentiality, Data storage, Disclosure, Anonymity, Protection of identity, and Informed consent. All participants shall be protected from any form of physical, emotional and/or mental harm. The names of participants will be withheld and remain confidential. The University Code of Conduct on Research Ethics will be complied with and adhered to throughout the study.

16. CHAPTER OUTLINE

The dissertation will be divided into five chapters as follows:

Chapter One: This chapter will include introduction and background information of the research problem. It will also provide the aim, objectives, research questions and justification of the study.

Chapter Two: This chapter will review published and unpublished research materials on the role of community leaders

in the State Owned Companies in the City of Johannesburg.

Chapter Three: This chapter will provide the background information of the study area. It will also explain the detailed research methodology and data analysis procedures.

Chapter Four: This chapter will present the results and discussion, presented in relation to the objectives of the study.

Chapter Five: This chapter provides the general conclusion of the research findings. The chapter also offers recommendations on the way forward for the study.

References

17. RESEARCH TIMEFRAMES

17.1 Gantt Chart

Activity	December	January	February	March	April	May
Literature Review						
Research Proposal						
Research Proposal Approval						
Data Collection						
Data Analysis						
Report Writing						
Editing						
Sub-mission						

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19. APPENDICES

Appendix 1

MMC Jeff Makubu
City Of Johannesburg
Governance and Finance

Dear Sir

REQUEST FOR PERMISSION TO UNDERTAKE RESEARCH

I am currently registered for the degree in Master at Wits University. My studies include the following topic: The role and impact of Community leaders in the SOE in the City Of JHB. I have chosen JOSHCO as a focused entity.

I would like to request the Board members and the EXCO of JOSHCO to participate in this research by completing a questionnaire. Participation is voluntary with the option of withdrawing at any stage of the process and there will be no negative consequences linked to non-participation.

Their responses will be used for the purpose of the study and I undertake to ensure that the information will be used in such a way that they cannot be identified. Participants are not obliged to answer all questions. If they feel uncomfortable to answer any question, they may not answer.

The research findings will be disseminated upon seeing the relevant approvals and sign offs.

Yours truly

R. Pillay

0760110960

Appendix 2

To the Board Members and Exco of JOSHCO

City Of JHB

Dear Sirs /Mesdames

AN INVITATION TO PARTICIPATE IN A RESEARCH

I am currently registered for the degree in Masters in Management: Governance and Policy at Wits University. My studies include the following research topic: The role and impact of community leaders in the SOE in the city of JHB.

I would like to request you to participate in this research by completing a questionnaire. Participation is voluntary with the option of withdrawing at any stage of the process and there will be no negative consequences linked to non-participation.

Your responses will be used for the purpose of the study and I undertake to ensure that the information will be used in such a way that they cannot be identified. You are not obliged to answer all questions. If you feel uncomfortable to answer any question, you may not answer.

The research findings will be disseminated upon seeing the relevant approvals and sign offs.

Yours truly

R. Pillay

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Appendix 3

Questionnaire to be used during the interviews

1. Does the board focuses on general policy and long-range goals? It is intimately involved in any basic changes in mission and vision. It monitors finances and reviews and approves the annual budget and plans.
2. The board keeps abreast of changes in the industry, field, or profession. The board discusses trends and forces that drive current and future changes in the organization's marketplace
3. Are board members adequately skilled in terms of knowledge of the business, risk facing the entity and the financial position to make strategic decisions that are in the best interest of the entity/company.
4. The new board members receive a thorough orientation that includes member responsibilities, program and administrative information so that new members are able to perform from the start of their term of service
5. Do you know what the core business of JOSHCO is and the reasons for its establishment by the shareholder?
6. What do you know to be the core functions of JOSHCO?
7. What are the challenges facing JOSHCO since you have been involved?
8. IS the board actively and regularly involved in a strategic planning process that considers how the organization should meet new opportunities and challenges?
9. Is the board adequately skilled to deal with stakeholder issues / matters?

10. Is the Board equipped with the skills and knowledge to make radical changes with regards to the strategic objectives of the company and the shareholder?
11. Are board members innovative in their approached to looking for alternate ways of doing business, or is it business as usual.
12. How do you monitor the performance of the organisation vs the goals set upfront?
13. What's your view on leadership at a board level?