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Leadership and strategy implementation in the National Youth Development Agency

Thiti, Thabiso L.

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LEADERSHIP AND STRATEGY IMPLEMENTATION IN THE NATIONAL YOUTH DEVELOPMENT AGENCY

Thabiso L. Thiti

Student No: 9510061-E

Supervisor

DR. M.D.J. MATSHABAPHALA

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ABSTRACT

The research purpose is to explore the relationship between leadership and strategy implementation in the National Youth Development Agency. The agency has been marred by challenges related to integrity, poor performance, financial mismanagement and political interference.

The first stage of the research is gathering information on the youth development agencies in the world, continent and Sub-Saharan Africa. The research also presents the different leadership theories and strategy formulation concepts. It further provides an appreciation of the importance of strategy implementation and leadership as a catalyst to strategy implementation. These are presented as a theoretical framework as well conceptual appraisal to provide research context.

The research is based on qualitative research methodology. The research is conducted through the semi-structured research questionnaire. The research opted for semi-structured interview to enable research participants to freely express their views on the leadership and strategy implementation in the context of organisational performance issues. This also deepened the understanding of the underlying leadership and strategy challenges in the NYDA.

The research reflects on both achievements and challenges in the NYDA. These range from underlying challenges like human resources, transitional issues, organisational development, mandate and regulatory framework.

The research makes recommendations on policy considerations in harmonizing leadership in the context of strategy formulation and implementation.

DECLARATION

I, Thabiso L Thiti, hereby declare that this research report is submitted in partial fulfilment for the degree of Masters in Public and Development Management at the Wits School of Governance, University of the Witwatersrand. Apart from where recognized, this research is my own unaided work, and has not been formerly submitted for any degree to any other university.

_____

Thabiso L Thiti

_____

Date

DEDICATION

This research is dedicated to my mother, Ellen Nyana Thiti, and my grandparents, Christina Masidirwa Thiti and Shadrack Thiti. The love and support during my upbringing was immense.

To Lucas Mamati Makhafola, thank you for being the guide in my life.

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The unconditional and inspirational academic support from my patient supervisor was immense. Thank you, Dr Matshabaphala. The initial discussions were simple. Execution from drafting the proposal was tough and writing up was more intense. I am very grateful for having your hand on my shoulder on this journey.

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To the NYDA Board, Mr Mothupi Modiba, I am so grateful, my brother. To the staff at NYDA, much appreciation for your patience in meeting my requests and assistance during difficult periods at the Agency.

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CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

Youth development in many countries has recently begun to assume greater prominence. Many countries have adopted different youth development approaches and strategies. Implementation of youth development issues are also based on a range of development models and stages of many countries. The approaches taken by the various countries differ per country, region or continent. For example, in some European countries, youth development is seen as a social cohesion process in which future leaders are groomed. In other countries youth development is seen as a vehicle for self-awareness and social consciousness in building a responsible citizenry. In some countries, youth development is often placed within mainstream economic development. These various models as strategies present challenges when studying youth development. However, their departure and emphasis is the same which seeks to develop youth into future leaders or responsible citizenry of their societies. This is partly because the youth represent a homogenous but diverse group, with class and race distinctions as well as different gender and political orientations and interests (Ijeoma, 2009). Therefore a standardised approach in the definition of youth and their challenges will be incorrect.

For the purpose of this research, emphasis will be placed on understanding the various core objectives, fundamental similarities in terms of implementation and areas of emphasis in youth development issues. The research will address international, continental and regional practice, and the South African experience.

1.2 BACKGROUND

1.2.1 International perspectives

Developed countries approach youth development issues differently from less developed regions. Challenges and youth vulnerability seem to be the same including issues such as illiteracy, drug abuse, substance abuse, crime and other social ills. These socials ills might different per region or the extent of manifestation might vary. Their focus on youth development is on a proactive and social responsibility orientation. This emphasises advocacy and civic engagement in building an engaged and responsible citizenry. Processes and programmes developed in this regard are mainly based on increased civic engagement aimed to strengthen the youth of future generations as a basis for community development.

Even though different countries draw on this approach in various models using economic literacy, understanding of generational psychology and leadership variables, the key focus is on social orientation and foundation. This is firstly built on the high level of appreciation of patriotism and responsible youth messaging. In most countries it appears that positive youth development encompasses all hopes and aspirations for healthy, happy and competent adolescents to be productive and responsible citizens (Roth, 2003).

In the Pacific Region, youth development is based on developing morality and societal norms in shaping the younger generation for the future. The youth development focus is on societal development wherein the youth challenges are seen as areas that stretch beyond family and community affairs. Their argument is that youth development must, or should, also foster youth identification with the common good and will promote values such as tolerance and compassion, and qualities such as perseverance

that underpin a democratic society. Besides encouraging constructive social norms, youth organisation also stabilizes political and social systems by emphasizing specific ideological commitments or communicating an affinity with national norms. This then encourages a higher awareness of the patriotic role of the youth, and development of the social trust and collective efficacy.

Some European countries through the Commonwealth youth chapter emphasise a psychological youth development agenda including the emotional development of the youth which builds a system of self-regulation skills which in the main make the youth believe in their role in the society. That invariably starts developing into critical confidence-building as well as self-awareness. This prepares the youth to function better in adult life.

Furthermore, some European countries focus on youth development on issues such as social development. Social development in raising awareness of the importance of education is a critical tool for youth development. This also builds what is called youth skills enhancement programmes which prepare the youth as potential builders of the mainstream economy. The emphasis is on academic and vocational education as a youth development mechanism.

In all the different approaches, there seems to be a common strategy approach in implementing youth development issues. Firstly, there are not many nationally co-ordinated agencies. Programmes for advancing youth courses and youth development are mainly localised. Communities play a key role in ensuring that programmes are conceptualised and implemented. They also ensure that the programmes occupy a voluntary space and that incentives are in place to promote increased participation by the youth and senior citizens. Local mentoring is also an important aspect of such community involvement.

In regions where there are national initiatives such as ministries or agencies, there are clear governance issues that are reflected on. Firstly they put greater emphasis on the involvement of the communities in the youth development programmes. They argue for fostering of strategic and tactical partnerships in addressing youth development challenges. They also put emphasis on the achievement of quality outcomes and are guided by a clearly defined value system which seeks to promote honesty and is non-partisan. They build what is called an inclusive ethos system where all believe in the course and the related ethics. Finally, they argue for inclusive decision-making and less political interference in youth development issues.

In formalised institutions, they advocate for a professionalised environment where the staff is competent and demonstrates a high level of ethics. Firstly, the agency staff should be guided by good and positive attitudes. Their motivation should be community empowerment and not self-interest. Their activities should attain a high level of excellence. The engagement strategy should be more consultative and appealing to the community to ensure that they attract more youth to the programmes.

In the main, the position of developed countries, irrespective of their levels of social problems or their development approach, prioritise youth development. They believe that the youth have a shared and common mission in fostering the character of the next generation of citizens by integrating young people into the norms and values of the social order. This provides a good psychological advantage in ensuring that they believe in themselves and are capable of confronting whatever social and economic challenges they might be confronted with.

1.2.2 Continental perspectives on youth development

Africa's youth challenges are more complex and deeper than those of European or developed countries. The challenges are exacerbated by the variety of socio-economic challenges and other social injustices which vary across countries. Peace and stability is lacking in many African regions and this further complicates the sustainability of youth development. The common challenges are lack of access to education at all levels, unemployment, health vulnerabilities, migration issues and social inequalities. All these challenges could be disaggregated into issues such as gender inequality, societal patriarchal psychological dynamics, and general instability issues as well poor governance structures.

It should be noted that while the challenges are broad and are common to many countries, each region has its own characteristics. The levels of democracy seem to be a key determinant of the level of attention to youth development issues. In dictatorial or democratic governments, youth development is not likely to receive adequate attention. For instance, in democracies that are maturing, youth issues might be given priority, whereas where dictatorial governance is in charge, youth might be exploited to advance a certain political agenda. Economic growth is another factor which is a catalyst to the manner in which youth development issues are addressed. Where countries experience slow growth, they might focus on other sectors to stimulate growth and put less focus on youth issues. However, where there is economic growth, youth matters may equally be on the periphery. Social and economic development levels and their manifestation also contribute in determining the attention given to youth development. For instance, in post-conflict countries where a reconstruction process is underway, youth development might occupy a secondary space.

However, African leadership at the multilateral level has adopted youth development as an important aspect of leadership and governance. Many initiatives have been adopted at the United Nations (UN), the African Union (AU) and by regional bodies in pursuance of youth development. The UN has presented and ratified youth development in the African continent. The AU has adopted a Youth Charter which has been ratified by 37 countries to date. The essence of these multilateral and regional youth development approaches is mainly to place the youth at the centre of development, addressing issues of literacy, access to education, skills development, unemployment, health vulnerabilities and social ills such as crime and youth participating in wars as soldiers. It further emphasises the importance of protecting young women and children against social injustice.

It should be noted that the adoption of these charters and youth chapters did not prescribe any formula to be adopted. Different countries have adopted various national youth policies and programmes in addressing the many youth challenges. The policies are informed by different country contexts and challenges. Implementation depends on the type of legislative government in place and the level of governance implemented in those countries. Furthermore, implementing structures differ per country. In certain countries there are formal structures such as youth development agencies, youth councils, youth networks and youth desks. It should be noted that even where structures are in place, the implementation is different per country. Some structures are implemented at a national level, some at provincial or state level and others at municipal level. This then produces different challenges in relation to accountability and proximity to full participation and the broad impact thereof.

However, legislation remains a challenge. In some countries legislation guides the full implementation of youth development whereas in other countries the absence of youth development acts or policies make youth

development issues ineffectual where governments do not necessarily develop programmes aimed at addressing youth development challenges adequately. Countries like Ghana, Senegal, Tanzania, Kenya, Gambia and South Africa have clear and well-articulated youth development laws and proper structures with the mandate to pursue the youth development agenda.

Even though there are challenges around structures and legislative frameworks in dealing with youth development, there are also underlying challenges that confront youth development. These seem to be impeding the full realisation of youth potential and the need to place the youth at the centre of development.

Firstly, there is lack of access to accurate statistics in many countries. There is a lack of consolidated or reliable population registers with clear categories for the youth population. This results in either under-estimation or over-estimation of numbers and makes governance, implementation and evaluation of programmes a challenge. If the numbers are incorrect, evaluation and impact will always be speculative and unreliable. This presents a bigger challenge to addressing youth development issues.

Secondly, while acknowledging progress made by other countries in addressing youth development issues, access to decision-making on youth development issues is still a challenge. Many countries still perceive youth within the framework of age and patriarchal context. Cultural prescripts relegate youth to passive participants in critical decision-making. The stereotype of youth being irresponsible relegates youth to being recipients of ideas and not active participants in determining the youth agenda.

Thirdly, without the full engagement of youth in policy and decision-making, programmes will be based on assumptions and not real

experience and contemporary challenges the youth are confronted with, and will thus be ineffectual. Programmes will then be run by senior politicians who may use them as a source of money and influence for political gain and not necessarily for youth development purposes.

Fourthly, there is the general challenge of funding for youth development programmes. This could be attributed to a variety of reasons such as poor or slow economic growth, prioritisation of other key sectors over youth development and lack of appreciation of youth development as a cornerstone for development. In instances where donor funding is available and supportive of the youth development agenda, poor governance and lack of accountability for donor funds remains a challenge.

Finally, there is no sustainable approach to youth development issues. Most governments only address these in an *ad hoc* manner that tends to be events-driven. This makes the evaluation of the impact of the programmes difficult. It could be partly argued that the availability of resources and empowerment of youth in many countries is seen a threat to the political *status quo* in many countries. This is perhaps why youth development issues are relegated to the periphery.

In the main, African youth is confronted with many social injustices and ills which require attention. Issues of high unemployment and poor access to education are central to the development of the continent but the lack of sustainable and viable programmes is a challenge. Furthermore, the inability of different countries and regions to develop a legislative framework for youth development will hold back the progress of the youth. Honest engagement beyond chapters and charters at a multilateral level require commitments by different governments to pursue youth development as a catalyst for economic development.

1.2.3 The South African experience

The youth in South Africa are confronted with similar challenges as youth in other African countries. The key issues of concern relate to youth unemployment, an increasing number of unemployed graduates, health vulnerabilities, substance and drug abuse, and low levels of entrepreneurship. These are manifested in societal illnesses and are evident in the high level of socio-economic challenges. However, the degree of manifestation is not the same as in other countries. This could be attributed to the democratic dispensation and the governance model in place.

South Africa takes a different approach to youth development issues. Taking into account the historical impact of apartheid and economic segregation, youth development has taken centre stage in the development paradigm of the country. Through its economic and development programmes, government has many initiatives aimed at empowering the youth. Furthermore, the response to the development of the initiatives was as a result of the need to respond to changing global youth circumstances. Central to all the initiatives is to empower the youth with the requisite skills and opportunities to actively participate in the economy and in the social programmes aimed at youth empowerment.

In pursuance of a consolidated youth development programme, government undertook a project to review the policy on youth with a view to redefine the national youth establishment. As a result, a national youth development policy and framework were adopted by parliament and resulted in the merger of the National Youth Commission, National Youth Council, the Umsobomvu Youth Fund, and the establishment of the National Youth Development Agency in 2009 through the NYDA Act of 2008. The aim of the approach and strategy was to create an enabling environment in which the youth can participate and prosper in the broader

context of the country's development. Furthermore, the youth should be seen as beneficiaries and as agents of change and not passive recipients of government services.

The main focus of the NYDA is economic participation. In this regard the objective is placing the youth in the mainstream of economic participation. This ought to be done through skilling and developing entrepreneurship skills and financial assistance to the youth, as well as to promote access to education and enskilling of the youth through critical sectors and developing a framework for vocational education. Furthermore, it promotes the establishment of national service which seeks to incorporate the youth in their communities through active and meaningful participation. This ultimately increases awareness of youth importance and nation-building. It also creates awareness of social cohesion in dealing with issues such as drug abuse and crime.

The youth policy was formulated based on constitutional imperatives. It emphasises an integrated and sustainable approach while recognizing historical injustices and imbalances. The youth are critical catalysts and partners in building the nation.

1.3 PROBLEM STATEMENT

Reports indicate that the performance in the NYDA is not what is expected, based on its defined mandate. Research conducted to date on the poor performance of the NYDA focuses on capacity issues, poor financial management, and inadequate strategy formulation and implementation. The research will investigate how leadership challenges are impediments to strategy implementation and how these challenges impact on performance. The research will in the main emphasise leadership and strategy implementation as critical components in improving performance. The research will examine the role and

appreciation of leadership as a critical factor in formulating and implementing strategy for performance improvement.

1.4 PURPOSE STATEMENT

The purpose of the research is to investigate factors leading to the lack of leadership in the implementation of strategy in the NYDA. The research will broadly examine leadership dynamics and how they affect strategy implementation. The research then presents the findings in relation to the underlying factors, analyse the findings and present policy options and leadership strategies that will improve performance through strategy implementation.

1.5 RESEARCH QUESTIONS

Taking into account the depth of the challenges and the broad research scope to be undertaken, the following research questions are proposed:

1. What are the factors that contribute to a leadership deficit in the implementation of strategy in the NYDA?
2. What are the leadership trends in the implementation of strategy in the NYDA?
3. What are the leadership strategies for consideration in the implementation of strategy in the NYDA?

1.6 SIGNIFICANCE OF THE STUDY

The study is expected to provide insights into the critical leadership issues in strategy implementation in the NYDA. The study will assist policy makers, especially key stakeholders such as Board members and government departments to identify and address key challenges. This will enable the relevant authorities to advocate for critical strategy and policy

shifts so as to ensure improved operations at the NYDA. The study will also assist in sharing experiences and perspectives among regional or continental youth development agencies.

1.7 CONCLUSION

The chapter gave a brief account of the youth development challenges in many areas. It started with the global perspective focusing on developed countries' perspectives. Their position is different from the African position for a variety of reasons such as development level, economic development and the maturity of their governance systems. The African youth development agenda is more complex given the political and economic challenges. The complexities of these challenges make youth development issues more difficult to deal with. It should be noted that the African youth challenges are equally determined by the maturity of the democracy in many countries as well as the economic development levels. However, political determination and generational complexities play a role in how youth development is addressed.

The South African experience is a combination of developed countries and some of the African challenges. The depth of the challenge is not as severe as other African countries. Its formal approach and legislative approach give impetus to the importance of the youth development issues. However, governance and finance seem to be the issues that the development agenda is grappling with. In all three layers being engaged, there are critical issues around meaningful participation as well the impact of youth development programmes. In addition, there are fundamental challenges of promoting the involvement of youth in decision-making processes.

The research will examine the performance of the NYDA from the strategic leadership perspective, and will also focus on leadership and strategy

implementation in the NYDA. The study will assess strategic leadership issues and is anticipated to provide policy input in improving the efficiency of the organisation.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The purpose of the chapter is to provide detailed literature on the subject of the research. The chapter begins with a brief explanation of a literature review, and then explains the significance of the literature review in any research. It provide a summary of the inter-relations of concepts in the literature review, followed by the presentation of different key concepts such as strategy and strategy implementation, leadership in strategy implementation, and leadership theories.

A theoretical framework is presented, premised on the transformational theory which in the main will be used to guide the research engagement.

2.2 DEFINING LITERATURE REVIEW

Literature review is a central component of any research to be conducted. It is not, however, used in the same way or for the same reasons by all researchers. The purpose or objective of conducting a literature review depends on the type of research to be undertaken. Literature review can be drawn from three different forms: preliminary sources, secondary sources and primary empirical research. Preliminary sources are databases of publications on the research topic of interest to the researcher. Secondary sources refer to previous reviews on published topics similar to the one the researcher has selected. Primary empirical research is an evaluation of the methodology and samples used in that research.

Literature review is seen as a foundation of any research conducted. It refers to scholarly published and peer-reviewed work. It is also an illustration of the depth of reading on the available data in the subject researched on. It summarizes the work of many authors on a specific topic. It also expresses the relationship between different perspectives and arguments by different scholars and how each relates to the topic to be researched on. In short, literature pulls together all elements that are most pertinent in any research undertaken. The literature review defines or helps identify the topic to be researched and identifies trends and how they have been approached. It should also organise the major points and critical parts of the arguments by different sources.

Literature reviews also present a broad scope of material on the topic to be researched. It demonstrates a familiarity with the body of knowledge and established credibility of source (Neuman, 2011). It then provides the researcher with a variety of sources from which to determine the suitability of the topic.

Literature review further places the researcher in a position of authority in both approach and expression of the desired research output, and also assists the researcher to narrow the scope of the research. This should also be informed by the availability of sources, preferably recent if possible, perspectives on the discourse researched, and their evolution. However, literature review should not be descriptive in nature but should critically review what is written. It should also provide an indication of strengths and weaknesses of the research being conducted, including possible shortcomings of the sampling and other methodology variables.

Literature review assists the researcher to integrate and summarize what is known in the area (Neuman, 2001). It can then illustrate a unique area of focus, arranged either chronologically, thematically or based on trends.

It may also assist in determining the research type and research design to be applied.

Furthermore, literature review present concepts and theories relevant to the research identified. These are mainly to illustrate the complexities and divergences that every concept presents, and should enable the researcher to improve their critical thinking in approaching the research topic and applying specific theories in line with the envisaged research.

In summary, the literature review assists in evaluation of the research already conducted in the research field envisaged. It also familiarizes the researcher with the broad perspectives on the subject, which guides the researcher without repeating what has been done. The literature review provides a comprehensive overview of available scholarly articles that locate the research topic within a broader perspective.

2.3 SIGNIFICANCE OF LITERATURE REVIEW

Literature review occupies the centre of any research to be undertaken. It first provides the researcher with important perspectives and background information about the subject being researched (Welman, Kruger and Mitchell, 2010). This helps to avoid duplication and narrow down the focus of the intended research. It also assists in the justification of the proposed research topic and indicates how the topic will contribute to the existing body of knowledge.

Literature review helps in identifying literature gaps in existing knowledge. It then presents the critique of identified arguments of theories. It further assists in the clarification of significance of research, and provision of clear focus of the research. It explains the importance of the research and provides a justification of the proposed research, indicating how it will be unique.

2.4 STRATEGY DEVELOPMENT AND STRATEGY IMPLEMENTATION

2.4.1 Strategy development and implementation

The evolution of understanding and appraising strategy as a concept has evolved over time. The complexity of the study of strategy lies in finding both common definition and application. Most scholars have not yet identified common ground in conceptual agreement on the terminology. However, the purpose of the research and literature review is not to address scholarly gaps but rather to appraise strategy in the context of leadership perspectives, and also to examine the reasons for the NYDA being unable to provide leadership in its strategy implementation.

2.4.2 What is strategy?

The concept of strategy and strategy implementation has been defined by various scholars based on different circumstances or different eras of study. Its effectiveness and relevance is equally based on studies at a given time or in a given institution. Certain strategy variables are not applicable in all circumstances (Colvin and Charan, 1999). Peculiarities of institutions or industry dynamics also play a role in finding a common definition of strategy or strategy implementation.

Strategy refers to the alignment of business processes in achieving certain business objectives. It is mainly driven by key organisational imperatives such as efficiency and effectiveness. Its activities are mainly futuristic in nature, with an emphasis on shaping the organisational objectives and mapping the solutions or activities in a manner that reflects future challenges and uncertainties (Hamel and Prahad, 1994).

Strategy is centred on various models to improve efficiency and organisational performance. The first school of thought argues that there

are three aspects of strategy, namely strategy process, strategy content and strategy context (Morgan and Knight, 1991). A second school of thought argues that the best models start with strategy analysis, then formulation and lastly implementation (Palmer, Hardy and Phillips, 2000). These simplify strategy formulation but should not be seen as sequential or correct models of analysis in strategy implementation. It should be noted that different situations or circumstances warrant different models. There is thus no single strategy formulation that can be applied to every situation.

Furthermore, different models could be negated by various organisational challenges. The research does not prescribe any strategy formulation model but rather reflects on critical strategy components that are generic.

It should be noted that there is no generic strategy that suits every organisation. Organisations have different sections and business units. These on their own have complex issues to deal with and therefore cannot be addressed in a simple broad strategy. While broad strategies are useful, there is a need to develop strategies for different business units that align with the broader strategy. In addition there might be a need to develop different strategies for different groups or individuals, the highest being organisational and the lowest being the task-oriented strategy or the individual strategy.

2.4.3 Strategy appraisal and implementation discourse

Strategy is the critical component of performance of any organisation. Its application has evolved over a period of time. Its roots, both conceptually and in application, are based on key aspects of competitiveness and creating efficiency. Strategy places an emphasis on putting ideas in a coherent manner in pursuing specific objectives. It further blends

operational activities on focus areas so as to align organisational activities with broader strategic objectives.

Different scholars agree that strategy is a roadmap to achieving a vision. It is seen as a process in which systems and tools are put together in driving certain goals, outputs and outcomes (Bourgeois and Brodwin, 1984). Strategy and strategy formulation create a framework in which organisation actions and processes are geared towards a goals-oriented streamlined process.

Strategy is about emphasising the uniqueness of an organisation and how it conducts its operations. The emphasis on uniqueness serves to create a competitive edge over its competitors or arch-rivals. It is important to note that strategy should be viewed in the context of evolving industry or broad sector trends. Strategy should therefore be cognisant of external realities and challenges as well as opportunities. Strategy creates space in which an organisation would seek a path that distinguishes it from others in creating an edge to outsmart them (Whittington, 1993). Bearing in mind different industry role-players and the competitiveness thereof, it is important to note that different industries require different strategies.

Furthermore, strategy could be reflected in the context of putting certain functional specialities or operational sector tools together in driving operational goals. These operational sectors could be processes and systems such as human resources, information technology, and organisational culture. These would, however, require creating synergy and an integrated approach. This would eliminate the silo approach in strategy implementation and breaking operational barriers (Quinn, 1980). This could also be centred on key aspects of communication and promoting a collective drive towards organisational goals.

Strategy also forces organisations to reflect on both internal and external issues which could be catalysts to either the success or failure of the organisation. This will prepare the organisation for future uncertainties and develop interventions to mitigate against these (Bennis and Wanus, 1985). This will further enable the organisation to evaluate its plans and ensure that resources are streamlined to meet goals and broader organisational performance objectives.

Lastly, strategy on its own will not resolve any problems of performance and efficiency. There are certain external factors and complex organisational realities which may require attention

In summary, strategy is central to the performance of the organisation. It prepares the organisation to reflect on current and future uncertainties in the context of performance. It requires focused attention to resource allocation and how these are aligned to meet agreed objectives. It is equally critical to note that leadership is central to strategy implementation

2.5 STRATEGY IMPLEMENTATION APPROACHES

Strategy implementation as a discourse is highly complex. Different institutions implement or follow different approaches. Furthermore, different sectors also have different strategy implementation approaches. For example, technology based institutions and health institutions do not have similar strategy implementation approaches. However, implementation approaches are driven by critical organisational objectives. They are equally influenced by external factors and sectoral developments and their peculiarities.

Strategy implementation approaches should initially focus on identified niches. This could be through a legislative framework or it could be achieved through the redirection of a set mandate. This will ensure clear

alignment of objectives with the strategy to be pursued. It further ensures the alignment of processes with resources to ensure optimal use of all resources in pursuing a set strategy.

Planning is the critical departure process in different strategy implementation models or approaches. It is the founding architectural process in any strategy implementation. It designs and sets a tone in which all critical strategy components are contextualised. It further enables institutions to design and solicit the most appropriate tools for strategy implementation.

Systems development and process design is another critical component of strategy implementation. It enables institutions to design systems that are going to assist in the facilitation and systematic review of processes. It also creates a system that will ensure optimisation of resources in line with broader strategy objectives.

Stakeholder management is one of the critical components of strategy implementation. It places relevant stakeholders at the centre of strategy formulation and implementation. It further develops and identifies partnerships and possible collaboration in a range of different areas.

2.6 LEADERSHIP IN STRATEGY IMPLEMENTATION

2.6.1 Leadership and strategy

Leadership and strategy are critical components in any strategic performance of institutions. They are inter-related but also mutually exclusive. Leadership is seen as a critical tool in ensuring that strategy is communicated and implemented in the organisations. It is also an enabler in ensuring that there is synergy between what ought to be achieved and

what needs to be done (Gibson, 1997). Leadership requires a clear communication strategy in order to fully implement agreed strategies.

Leadership in strategy implementation involves multiple levels of analysis and reflection. In many instances, the implementation of the strategies takes into account both external and internal variables. Issues such as culture, political context, change model and environmental issues are important variables for consideration (Fearson, 2003). These are catalysts for either success or failure of strategy implementation. Leadership therefore become central to ensuring a balanced and fair consideration of these variables in ensuring that strategy is successfully implemented.

Leadership, irrespective of style or type, is important for strategy roll-out. This is based on key assumptions that there is no perfect leadership, but the function is important in any organisational process. This warrants a reflection on the type and brand of leadership without necessarily promoting one above the other. However, there are certain fundamental attributes that are commonly viewed as being of importance, such as symbolism, image and credibility (Kellerman, 2012). Other scholars argue for personal ability and convictions.

Some scholars argue that leadership brand and styles are the most important in strategy implementation, and that distinctive leadership brands inspire organisations to want to achieve more. The argument put forward is that an organisation needs leaders that are competency-driven and also strive for a balance between competency and soft skills (Johnson, 1987). They provide strategic direction, and align competency with strategic drive. Leadership places greater emphasis on organisational capabilities and values (Kellerman, 2012). In doing so they further align leadership practices with organisational enabling systems and tools such as human resources, finance and technology in pursuing strategy implementation.

In summary, it is agreed by many scholars that the ability of different organisations depends on the effectiveness of the leadership. Most argue that without proper and effective leadership, organisational strategies are not realised (Fredrickson, 1983).

2.6.2 Leadership is not a catalyst

Studies indicate that even though there is no consensus on leadership as a concept, application and good or bad types, it is important to note that leadership is not the ultimate driver of strategy. Some scholars argue that leadership alone is not the key driver but only part of the chain in which strategy implementation is, or can be, realised (Charnes, Cooper and Rhodes, 1978). This suggests that other factors are critical and leadership forms part of the value chain.

Firstly, it is argued that traits and attributes of leadership cannot explain either success or failure in any organisation. These traits are mainly idealistic and present a utopian picture of what ought to be a perfect leadership for a perfect organisation (Hofer and Schendel, 1978). This in a way negates the reality of which leadership is involved through others and not based on the definition of a perfect system or leadership brand.

Secondly, it is suggested that there is no correlation between personality and effectiveness and personality and behaviour. Good personality could lead to poor performance whereas bad personality could drive performance to greater heights (Avolio and Gibbons, 1988). This analogy implies that different leadership styles are relevant for different situations.

Thirdly, case studies indicate that leadership on its own cannot be a determinant or catalyst to organisational performance. There is a strong view that leadership is part of the value chain and not necessarily an

independent catalyst. There is a need to reflect on issues such as environment, social factors, resource availability and organisational culture as being central to success or failure (Bass and Avolio, 1990).

2.7 LEADERSHIP THEORIES

2.7.1 Evolution of the concept of leadership

International scholarly literature on leadership is predominantly based in the developed world's perspectives on leadership. Its broad coverage on leadership concepts and theories has evolved over time. The practice and appraisal of leadership is traced from different eras commencing with analogies contextualised in the era Before Christ (BC). Each and every era or epoch presents a different appreciation and understanding of what leadership concepts are and how they should be applied. There is thus limited consensus on what leadership is and what common trends best describe leadership practice. However, scholarly debates are shifting towards a common space of agreeing that the concepts of leadership are too ambiguous and cannot simply be tested on one circumstance, organisation or even a specific era.

At the beginning of the study of leadership, certain aspects of societal and organisational variables were brought together to put leadership into perspective. Central to this process was an elaboration and application of leadership dynamics in the context of an understanding of power, status and authority (Yukl, 1981). This invariably brought to the fore aspects of the blending of the relationship between subjects and leaders in the context of how power and authority are applied. This often brings into question why people should be subordinated, or why other people should have power over them. Other critical questions related to the relevance of power in a social construct. This led to scholars arguing that leadership implies some degree of congruence between the objectives of the leader

and the led (Burns, 1978). This in the main makes power and social influence central to leadership.

Studies of the earlier scholarly definition and appraisal of leadership concepts indicate that leadership is about the understanding and application of superior subordination relations. That could equally be contextualized in understanding induced behaviour and relationships thereof. The framework of understanding this is based on understanding role definition in complex situations. These could range from dynamics around problem-solving, managing human behaviour and complex organisational dynamics (Bass, 1985). Furthermore, leadership could be understood in the context of the relevance and importance of decision-making and management of contested interests between individuals and within organisations. Lastly, leadership could also be appraised in the context of management of psychological relations (Gerstner, 1998).

An example in this regard is the role of the church, monarchy, and historical governance institutions such as governments and other subsidiary organisations. For this to function well, the management of social relations between subjects and leaders is of importance. Furthermore, behavioural and psychological complexities require management and leadership to drive situations and challenges to promote the necessary change. Central to this is elements of effective communication skills. Also of importance is an accurate understanding of the external environment. There is also a need to reflect on leadership expertise and other subject dynamics (Ross and Offerman, 1997).

In summary, leadership evolution presents various dynamics which are central to understanding the concept. One import aspect of leadership is the social and psychological relations between the leader and the led. In addition, the influence of behavioural relations is equally important. Even

though there are no homogeneous variables, there are common departure points of objectives and goals that drive relations in a leadership space.

2.7.2 Appraisal of leadership concepts

Leadership concepts and theories are complex and there is little consensus as to what every theory or concept is. Different scholarly approaches and conceptual explanations thus broaden the scope for greater consideration for further leadership studies. For the purpose of the research, the focus will be on fewer leadership concepts. Every conceptual appraisal is contextualized in the epoch or generational space. It should also be noted that some tend to critique each other or present alternatives in improving leadership. Of importance is the fact that all these leadership concepts adopt as a premise the need for organisational performance, hence the need for a particular leadership approach.

2.7.2.1 Charismatic leadership

In the early scholarly engagement of leadership literature, the focus was on charismatic leadership. Charismatic leadership was about an exertion of soft influences in driving society or organisations in a particular direction. The context and focus of this leadership was based on simple social relations between the leaders and subjects. Charismatic leadership could be best described as the style where leaders, through the force of their personal ability, are capable of having a profound and extraordinary impact on followers (Conger and Kanungo, 1987). At the centre of this was the emphasis on psychological drive in ensuring that there is a buy-in by subjects in believing and following the vision of the leader. This was task-driven or task-oriented and required a more participatory role than engagement in nature. Soft exertion of authority becomes more evident than consultation.

Charismatic leadership is perceived to be an integration of behaviour with favourable attributes. Leaders tend to be more influential through the exploration of best attributes and good communication skills. Leaders show great determination and often influence others to see things their way. Charismatic leaders are also perceived to be drivers who can shift their followers into a positive psychological space to believe in what organisations ought to be doing (House and Baetz, 1979).

Furthermore, charismatic leadership essentially opposes the *status quo* and advocates for change on the basis of an idealized vision aimed at changing the *status quo* (Wilner, 1984). The charismatic leader, through a visionary and motivated stance, persuades people to share a common vision of the future.

In summary, charismatic leadership is based on psychological relations. It is confined to a specific context of devotion and is not circumstantial. It emphasises the importance of influence and subordination but has not been tested in an organisational context.

2.7.2.2 Transactional leadership

Transactional leadership is viewed as a leadership style in which processes are more inward-looking. In its evolution its focus is on compliance and on ensuring that there are processes in place to which people adhere. In many cases, transactional leadership simply focuses on the relationship between the leader and followers in meeting their own interests. It lays a foundation of operation and does not go beyond that. Many scholars view it as being too static and lacking in innovation in the context of a contingent reward approach. This suggests that people are open to fulfilling their agreed obligations but no more than that.

Transactional leadership also focuses on paying close attention to mistakes and possible deviations within a certain policy frame-work. It does not allow space for innovation and mistakes. It often plays a cautionary role rather than an explorative role within organisations. It attempts to correct mistakes and ensure maximum compliance and a minimum of mistakes or deviations.

Transactional leadership focuses on strengthening existing structures, strategies, and the culture in an organisation. It is also perceived as strengthening processes and systems and is not necessarily an enabler or promoter of the vision and possible alternatives. It is generally viewed as being more passive than engaging in approach.

2.8 THEORETICAL FRAMEWORK

2.8.1 Transformational leadership

Transformational leadership is viewed as a modern leadership theory or concept. Scholars who subscribe to this are driven by the evolution of human capital and the engagement with leadership practice. Its focus is on a people-centric approach that is inspirational in nature. It is premised on critical elements of strategic relations between leadership, processes and engagement with people. In this appreciation, it is mainly focused on management of softer issues in driving performance rather than focusing on people (Sosik, 1997).

Firstly, transformational leadership is viewed as an inspirational leadership style in which a clearly articulated vision is shared. People are inspired to follow such a vision and be part of it. The focus is equally on intellectual stimulation wherein people are given space to explore intellectually as well as challenge assumptions. Furthermore, transformational leadership provides a platform for sharing of ideas and taking risks in achieving the

organisational objectives. It promotes constructive engagement in soliciting best practices and solutions through a dialogue (Bass, 1999). People are encouraged to be part of such a constructive engagement space.

Secondly, transformational leadership is characterised by idealized influence between the leader and the followers. Leadership tends to take a keen interest in the people and how they view organisations. Leaders take initiatives to positively influence people to be part of the organisation through innovative engagements (Vandenberghe and Gobert, 1996). Often these leaders are keen on individualized consideration and creating personal relations with employees in ensuring that there can be freedom of engagement without fear of hierarchy or rank. It is equally enhanced by a culture of collaboration in the work-life between leaders and employees.

Thirdly, transformational leadership is embedded with a high level of value-driven initiatives, influence and civic virtue. Leaders are seen as the mirrors of their organisation as they live the values that their organisations aspire to follow (Tichy and Devanna, 1986). They are open to experience and blend their leadership with emotional intelligence. This inevitably builds job maturity and psychological maturity. Invariably, this will lead to a move beyond just job satisfaction but broader organisational development and performance.

In summary, transformational leadership is viewed by many scholars as a leadership style in which there is general positivity in the organisation. It cultivates satisfactory relations between the leaders and subordinates. It also leads to subordinates being generally satisfied with their work and the culture in which they operate. As a result, this gives rise to a high level of team work and collaboration amongst colleagues. This will ultimately result in team motivation and leadership.

2.9 CONCLUSION

The chapter provided a broad scope of the literature reviewed for the research. It began with definitions of literature review and its importance in any social research. It then gave an account of understanding and appreciation of strategy implementation, followed by critical arguments on the role of leadership in strategy implementation. It provided an account of leadership theories as well as a theoretical framework that guides the research.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter presents a detailed explanation of the research methodology utilised for this research study. It covers the steps the research followed, guided by the research methodology used. It begins with the definition of research methodology in general, elaborating on both qualitative and quantitative research methodology. It then elaborates on the research design. It provides a detailed account of data collection, analysis and interpretation. The chapter also provides a reflection on reliability and validity processes which are critical in any social research. It reflects on critical ethical considerations as issues to consider in conducting any social research.

3.2 DEFINITION OF RESEARCH METHODOLOGY

Research methodology is a critical component in conducting any social research. It is the systematic way to resolve all research problems. It outlines the processes to be used in undertaking the research, and emphasises the procedures which researchers use in describing, explaining and predicting phenomena.

Research can be conducted in two ways, qualitative and quantitative. Qualitative is based on studying the human phenomena and reflecting on its experiences. It is mainly based on a non-numerical approach and applies reasoning and analysis. Quantitative research purely focuses on numerical and non-descriptive approaches, and uses statistics to measure one or two variables.

There are differences between qualitative and quantitative research methods. Firstly, they differ in terms of the analytical objectives. They focus on two different paradigms, the qualitative focusing on intepretivism and the quantitative on positivism. Secondly, they differ in terms of the type of questions they ask to solicit research data. Quantitative focuses on close-ended question whereas the qualitative focuses on open-ended questions. Close-ended questions confine the researcher to either yes or no and ratings within the scope provided. Open-ended questions provide the latitude for the person interviewed to express their views beyond the question asked. Thirdly, the data collection instruments are not the same. Qualitative used interviews, observations and focus groups, whereas qualitative focus on survey with clearly defined questions. Fourthly, the forms of data produced by the two types are not the same. Quantitative focuses on numerical data interpreted whereas the qualitative focuses on quality of the research as expressed and recorded. Lastly, the two differ in terms of the degree of flexibility during research processes that is also built into the design. Qualitative is more flexible whereas quantitative is not flexible at all.

The two research methods should not be seen as being contradictory in any way. Even though they differ in terms of research approach and design, they sometimes are seen as complementary and not necessary mutually exclusive. For instance, qualitative research can help to interpret and better understand the complex reality of a given situation and the implication of quantitative data. In some cases, they can be used together in what is called mixed method research.

Methodology could be understood as the understanding of the entire research process, context, philosophical assumptions, ethical principles and the broader impact of new knowledge.

3.3 QUALITATIVE RESEARCH METHODOLOGY

Qualitative research methodology is an older research method conducted in many social science studies. It is best described as any type of research that produces findings not arrived at by statistical procedures or other means of quantification (Strauss and Cobin, 1998). It is based on the inductive view of the relationship between theory and research, whereby the former is generated out of the latter (Bryman, 2012). Its philosophical premise is an epistemological foundation that expresses interpretivism in nature. It often assumes that reality is socially constructed and further argues that there is no single observable reality (Merriam, 2002).

Qualitative research focuses on the interpretation of the world by its participants. It is a situated activity that locates the observer in the world. Furthermore, it affords researchers the opportunity to study things in their natural settings, attempting to make sense, or interpret, phenomena in terms of the meanings people bring to them (Merriam, 2002). It further aims at providing in-depth interpretation of the social world of research participants by learning about their social and material circumstances, their experiences, perspectives and histories.

It is premised on the use of words defining, expressing as well as putting into context the behaviour of the subject/s being studied. It further offers richly descriptive reports of individuals' perceptions, attitudes, beliefs, views and feelings in a particular situation, as well as meanings and interpretation of events and how they are reflected on.

Furthermore, qualitative research is premised on understanding how people interpret their experiences, how they construct their worlds, and what meaning they attribute to their experiences (Merriam, 2002). It focuses on finding the rationale and reasoning behind certain experiences rather than accepting a simplistic reflection. It further examines human

behaviour in the context of specific situations. Individuals seek an understanding of the world in which they live and develop subjective meanings of their experiences, and the meaning of the construct of individuals to the world in which they live and how they interpret it that is examined.

Qualitative research further emphasises the way in which meaning and understanding of situations is formulated and interpreted. It studies situations with their uniqueness as part of context and interaction (Merriam, 2002). Qualitative study places emphasis on the role of the researcher as a primary instrument for data collection and analysis.

Lastly, a qualitative research product is richly descriptive, describing the situation or what the researcher would have solicited through different collection methods.

3.4 QUANTITATIVE RESEARCH METHODOLOGY

Quantitative research is an objective, formal systematic approach in which data or numbers are used to evaluate objective data consisting of numbers. Quantitative research advances nomothetic or ethic science based on a probability derived from the study of large numbers.

Quantitative research methodology is purely focused on a philosophical premise of positivism. Positivism is based on a natural science method in which it is limited to what can be observed and measured quantitatively. It mainly seeks to determine findings of a set study without necessarily entertaining feeling and expressed opinion but rather formalising processes from a numerical perspective.

Furthermore, quantitative methodology uses a process of analysis that is based on complex structured methods to confirm or refute a set research

hypothesis. It is mainly structured and does not allow for flexibility in dealing with a set research problem or hypothesis. In addition to that, the quantitative research methodology intention is not to deal with everyday life issues but is rather focused on a set abstraction of a reality. Quantitative research methodology largely tests theory deductively from existing knowledge, through developing hypothesized relationships and proposed outcomes for the study (Cormack, 1991).

The quantitative research method advocates for a large research sample. It further demands random selection.

3.5 RESEARCH DESIGN

Research design is a critical component of any social research, premised on a systematic and scientific approach to social research. It is often confused with the methodology choice. However, research design is more about creating logic of the research, its framework and structure. It answers to a large extent questions regarding the enquiry of the research to be undertaken. For example, it clarifies whether the research is exploratory, descriptive or explanatory. Sometimes it answers questions on aspects such as the determination of whether the study will cross-sectional, experimental or longitudinal. It provides guidance on the defining of the research problem, which data collection method to use, and lastly determining the sampling strategy or method to be used for the research.

Furthermore, research design could be best described as a blueprint for conducting a study with maximum control over the factors that may affect or interfere with the validity of the findings. It could also be seen as a plan that describes how, when and where data is to be collected.

It should be noted that research design is very important in many ways. Firstly, it assists in determining the relevant evidence necessary to answer the research problem accurately. Secondly, it creates a solid platform for a framework in which quality research is laid on.

For the purposes of this research, the research design chosen is exploratory. Exploratory research is undertaken in either new fields or where there are gaps in existing fields. Opinions or experiences related to the research area are identified. In the main, exploratory research identifies the research problem, clarifies the nature of it and further develops the scope thereof.

In this research, the views and opinions of the senior management, executive management, Board of directors and external stakeholders were explored in understanding the leadership and strategy processes in the National Youth Development Agency. While the NYDA provides the research opportunity, it must be noted that there has not been extensive research done on aspects of leadership and strategy implementation as catalysts or impediments to organisational performance.

3.6 SAMPLING

Qualitative research requires adequate involvement of the research population. However, it is impossible to interview everyone a researcher sees fit for the purpose of the research. The research population can be too broad and in some instances scattered over a number of areas. The research therefore requires a process where there is a selection of the sample from the broader research population. That is simply defined as sampling. This could be a result of their proximity to the researcher's location, complex research area issues, or number of potential participants. Therefore sampling is seen as an act in which a technique is used to select a suitable research group of participants from a larger

research population (Merriam, 2002). It would therefore be prudent that a selection is made of some of the research participants. Given the above challenges, it would be critical to choose a research sample that is not too large but also not too small or limited.

For the purpose of this research, non-probability sampling, purposive sampling and snowball sampling will be used. Non-probability sampling refers to a process of deliberately selecting the units to reflect the particular features of the group within the sampled population. Purposive sampling is where the research target was informed by the research question, in this case referring to executive management and the Board as the drivers of strategy and leadership. Snowballing simply refers to a research technique where a small sample is chosen and then refers the researcher to other relevant participants to be interviewed (Bryman, 2012).

The research deliberately targeted executive managers, Board members and other external stakeholders within the NYDA. Within the set group, there were different executives chosen based on their intimate engagement with the leadership and strategy implementation context. For example, executives responsible for corporate strategy, research and development, and the acting chief executive officer were selected. With regard to external stakeholders, only the person responsible for youth development in the Presidency was selected. However, in the process of interviewing participants, not all research participants could be available and they referred the researcher to other managers who were useful in soliciting research data.

3.7 DATA COLLECTION

Data collection is a crucial step in research design and the methodology being applied. It is not a uniform process as different research methodologies apply it differently. Quantitative methodology and

qualitative methodology apply different collection methods, for example, although they have a common point of departure in the literature review.

Interviews, focus groups and participant observation are common modes of qualitative data gathering (Morse and Field, 1995). The research began with the collection of literature on the research topic. These are categorised as secondary sources. Internet searches on academic or scholarly articles were solicited to provide a foundation for the research, and provided an overview of earlier scholarly works. This guided the researcher in selecting the research topic.

Secondly, data was collected through a questionnaire and interviews. Interviews are important as they solicit first-hand information from the research participants, in line with the research purpose and questions. Interviews can also allow the interviewer to pursue more in-depth information around the topic being researched. Furthermore, interviews are useful in getting the story informing each participant's experience or reflection on the subject being researched (William, 1993).

Information was obtained through a research questionnaire which was self-administered. This is appropriate as the target population is sufficiently literate and can share their views in sufficient detail. In this case, the senior managers and other officials working on strategy and implementation division were the appropriate interview targets (Mouton, 2009).

The interview used a semi-structured or open-ended approach which allows the respondents to provide more information beyond the questionnaire scope. This allowed the respondents to provide broad views, experiences and any other information they deemed necessary for the research. The advantage of the interview is its flexibility (Walliman, 2011). This also allowed the researcher to tap into the knowledge of the

respondents over and above the questions asked that related to leadership and strategy implementation in the NYDA. It further enabled the researcher to obtain a broader and more nuanced understanding of the underlying challenges to leadership and strategy implementation in the NYDA.

Thirdly, the interviewer used observation as a tool of data collection, since direct observations allowed the researcher to reach certain views about the research topic and the experiences of the research participants. Observation may focus on an individual, location or event in the context of the research topic. For research purposes, the observations gave an indication of the sentiments and expression of the research participants on the research topic. Organisational events and circumstances informed the views of the interviewees as observed by the researcher.

3.8 DATA PRESENTATION

Data presentation covers all critical steps from introduction to the conclusion of the research report, including the summary of all findings and recommendations for consideration.

Chapter 1: Introduction and Background: This chapter provides a brief explanation of pertinent historical and contemporary issues around youth development agencies. It provides a synopsis of the key leadership and strategy challenges and their relevance to the research to be undertaken. It will give broad global perspectives on youth development agencies, continental experiences as well regional perspectives.

Chapter 2: Literature review: This chapter presents the available literature on the topic being researched. It will give a scholarly reflection of the coverage of the topic of leadership and strategy implementation. It will further provide an historical account of concepts discussed, their

implementation and how these have evolved. It will give a synopsis of literature gaps and the areas the research will be focusing on.

Chapter 3: Research Methodology: The research methodology will be solely of the qualitative social research paradigm. Research methodology will illustrate the research design, approach, sampling, and data analysis in conducting research. It will provide appropriate and applicable methods through which data will be sourced, analysed and interpreted in drafting the research report. Self-managed questionnaires and interviews will be conducted to obtain data from the selected sample.

Chapter 4: Data analysis and Interpretation: This section will present the data collected and analysis conducted. Different analytical tools such as coding will be used in this regard. This will sort all sourced data in response to the research questions and will also provide critical analysis of the topic being researched.

Chapter 5: Conclusion and Recommendations: The conclusion draws on critical data analysed, and contextualised within the broader research questions based on the problem statement and the purpose statement. It will then provide recommendations on possible areas for consideration in improving the performance of the NYDA. This will largely relate to leadership and strategy implementation.

3.9 DATA ANALYSIS

Data analysis is an important aspect of qualitative research. There are many definitions of what data analysis is. It can broadly be defined as the process a researcher uses to reduce data to a story and its interpretation (LeCompte and Schensul, 1999). This may be done through summarization and categorisation of collected data that is undertaken

either in the field or after the research is conducted in the field, using tools such as inscription, description and transcription.

There are many techniques or ways in which data analysis is done. It should, however, be noted that there is no single formula or commonly adopted method of data analysis. The process of data analysis could be influenced by a variety of reasons such as theoretical foundation of the research, type of questions to be asked and scope of the research. This could be done manually or through utilisation of evolving technology.

Upon completion of data collection, it will be important to undertake data analysis. Data analysis involves examining the data collected and connecting particular data to concepts, advanced generalisation and identifying new trends or themes (Neuman, 2011). Furthermore, qualitative data analysis develops explanations that are close to concrete data and draw less on abstract theory.

The research data focused on leadership and strategy implementation in the NYDA. This will broadly reflect in all leadership issues, both challenges and possible opportunities and how they impact on strategy implementation. In doing so, coding was used in addressing identified themes. Coding is when data collected is organized into conceptual categories to create themes or concepts. This enabled the researcher to establish if data reflected in the literature review and the findings concurs with, or differs from what could be leadership challenges that impact or impede strategy implementation.

3.10 RELIABILITY AND VALIDITY

Reliability and validity are tools used in social research. Historically, they have been used in quantitative studies but not as often in qualitative studies. Recently, scholars have argued about the relevance of reliability

and validity in qualitative studies. For instance, Stenbacka (2001) argues that reliability measurement concerns do not have any relevance to qualitative studies. Even though there are divergent views on this matter, reliability and validity still remain critical tools of evaluation in any social research, whether qualitative or quantitative, since both qualitative and quantitative validity and reliability processes are testing issues of the truth and reliability. Quantitative studies provide researchers with hard facts and figures to validate whereas qualitative studies provide views and perspectives on those facts and figures.

Reliability in a qualitative study is concerned about evaluation of research results and the quality of the research. It is also a crucial element that seeks to examine the trustworthiness of the research.

Research findings should be informed by the critical aspects of reliability and validity. Being able to trust research findings is essential to any researcher in an applied field as the researcher interacts with people's lives (Merriam, 2009). In the context of any research, validity is concerned with the integrity of the conclusion or findings that are generated. Furthermore, validity places emphasis on the authenticity of understanding truth and not about constricting viewpoints (Neuman, 2011). This would require research being guided by ethical considerations, as well as meticulous attention given to the processes from the conceptualisation of the research to the presentation of the research findings. However, it is important to note that while it may be easy to achieve reliability it is difficult to address validity. The two concepts are complementary but in many cases provide a contrast (Neuman, 2011).

Where the concept of validity is questioned, Maxwell and Seale (2008) have developed steps in which validity could be addressed. They believe that through different stages qualitative research could be validated

through descriptive validity, interpretive validity, theoretical validity, generalizability, and evaluative validity.

The research used two measures for validity and reliability. The first was to use interpretive validity. This refers to the accuracy of how the researcher reports on the participants' meaning of events, objects or behaviours (Maxwell, 1992). It is also inherently a matter of inference from the words and actions of participants in the situation studied. This is useful in understanding leadership and strategy implementation in the NYDA from the perspective of the research participants. Secondly, reliability was tested through triangulation. Triangulation is a process whereby information received from documents, interviews and observations throughout the research are weighed against each other.

3.11 RESEARCH LIMITATIONS

The study was conducted under academic supervision as part of the completion of a Masters programme and there was limited time to complete the research. This did not allow for the researcher to interview all key stakeholders in this study. Lack of resources and time did not allow for interviews with the regional NYDA offices or any external youth development agency outside the country.

3.12 ETHICAL CONSIDERATIONS

Ethical issues or considerations are important in any kind of social research, and can be understood as ethical behaviours that prescribe moral principles, rules or standards governing the conduct of a person or a profession. From the research perspective, ethical considerations are the inherent relationship between the researcher and the research participants. The main concern is usually the right of participants to confidentiality and avoidance of any harm, including possible exposure to

vulnerable groups. Furthermore, potential ethical conflict can occur when the researcher is identifying and accessing the sample group to be interviewed. This is contextualised within the power relations, issues discussed and protection of anonymity in the process. In essence, the critical issue is the researcher's interpretation of data and the protection of the participants in the research process.

It is therefore prudent for the researcher to strike a balance between maintaining privacy and the management of relevant data for the research. It would also be important to keep in mind the consequences of poor management of the information solicited and the confidentiality aspect of such data.

In attempting to deal with ethical considerations, the researcher applied the university ethics protocols. Even though the research did not include vulnerable groups, informed consent, confidentiality and protection of participants was guaranteed. A letter outlining the research objective, purpose of the research, and management of confidentiality was presented to the research participants. Secondly, research participants were guaranteed confidentiality and anonymity by assuring them that no names would be divulged in data presentation.

3.13 CONCLUSION

Research methodology plays a crucial role in laying the foundation of any social research. It establishes the critical steps to be followed in a systematic way. The methodology used was qualitative, and focused on an interpretivism approach where individuals relate their experience and opinions on the research topic.

The research design is explorative and focuses on new areas in the NYDA. Data collected was through open literature from scholarly articles,

interviews with research participants, and observations. Data was analysed through coding and separation of critical themes.

Reliability and validity played an important role in managing issues around the integrity of the research. Ethical considerations were taken into account in ensuring that issues of confidentiality are adequately addressed.

CHAPTER FOUR

DATA PRESENTATION

4.1 INTRODUCTION

The chapter present detailed findings on the research conducted. It begins with the profile of the research sample and its role in the context of the research undertaken. The chapter then focuses on the identified themes from the research conducted. The themes were identified after a lengthy and challenging coding system. The themes will be categorized according to leadership and strategy implementation in the NYDA. It should be noted that all themes identified are useful in understanding and appreciating leadership and strategy implementation. The chapter concludes with the summary of what the findings.

4.2 PROFILE OF RESEARCH PARTICIPANTS

The interviewed covered a broad number of people who are central to the organisational performance of the NYDA. The first important layer is the Board of trustees which set the tone and determine the direction for the organisation or the direction it ought to take. The second layer is the executive management which are considered the custodians of implementation of the vision of the Board. The third layer is the senior managers who are programme managers who implement the strategic direction and ought to implement what is aligned with the vision and mandate of the organisation. The fourth layer is external stakeholders who provide oversight and ensure alignment of the NYDA's work with their public mandate. In this instance, the Presidency is the key oversight organisation to which the NYDA reports. It should be noted that not all key stakeholders could be brought into the research sample due to time and the research focus.

4.2.1 Board Members

The first group of individuals interviewed were Board members of the newly constituted Board. Two of the Board members were critical in the merger of the former youth organization into the current NYDA organisation. They were part of the old Board whose mandate ended in 2013. Some of the Board members were part of the former NYC and Umsobomvu Youth Fund structures. The two members interviewed presented a balanced reflection of the old Board and the new perspectives, thus bringing institutional memory and new ideas in the context of leadership and strategy development. Their experience and knowledge of the subject matter, especially around leadership and strategy, was rich. Furthermore, their interaction with the research presented an opportunity to express their views on the organisation and performance in the context of leadership.

4.2.2 Executive management

Four executive management members were interviewed in this research, all of whom have been in the NYDA for a minimum of three to four years. They come from various youth activist and youth development backgrounds, and were employed in the former NYC and UYF. They have been dealing with organisational performance in different fields and played a critical role in the administrative transition of the old organisations to the newly configured NYDA. Their insights into the performance of the organization from the perspectives of both leadership and strategy implementation, was evident. Their approach to leadership and strategy was more dynamic and reflective of the governance and performance. They even went further by reflecting on their role as leadership, covering both positive and negative perspectives.

4.2.3 Senior management

Two senior managers were interviewed. They have been employed in the NYDA since its inception, and both were also been employed by the NYC and UYF with responsibility for research and development as well as monitoring and evaluation. Their participation in the research was highly dynamic as they deal with research questions on a daily basis. They presented different views than those of other role-players in relation to critical tools needed for leadership and strategy implementation.

4.2.4 Oversight and external role-players

The mandate and oversight of the organization reside in the Presidency. The Ministry of Performance Evaluation is the oversight structure. Even though the work of the NYDA is aligned with a number of government departments, its co-ordination and strategic oversight is centralised in the directorate of Youth Development in the Presidency. A responsible director was interviewed and shared insights into strategic oversight dynamics on the role of the NYDA and its challenges. The interview provided in-depth understanding of both oversight leadership and strategy implementation for the organization. The interview contextualised youth development, leadership and strategy implementation from both internal and external perspectives, internally in defining what ought to be done and whether it is properly done; and externally in the context of public mandate, public expectations and also the national development plan perspective.

4.3 SUMMARY OF FINDINGS

Research findings cover a variety of issues solicited from the research participants. Some of the issues might appear insignificant or out of context when assessed against the research purpose. However, they provide insight into understanding the details and complexities of leadership and strategy implementation in the NYDA. These are arranged in seven identified themes which are necessary to address the research purpose and research question.

4.3.1 New organisation

There was general consensus amongst all research participants that the organisation is still new and faces challenges which are mainly as a result of a newly formed structure. However, research participants argued that the organisation requires a clear understanding of what it ought to do based on the relevant legislative framework. They argue that the different legacies merged together have laid a foundation that has created high public expectations in the context of youth development. Participant C observed that, ‘‘while it’s a new organisation, there was infrastructure that required modification and alignment and one does not necessarily view the agency as a new organisation’’. Furthermore, he stated that, “the new agency Board and executive should have built on what was working and improved on it. In situations where other operational work streams were not working, perhaps a new intervention strategy to improve this should have be thought through and implemented’’. Participant D argued that the first term of the Board was problematic and meant the incoming Board with more work to deal with. In this instance Board members and some executives partly exonerated themselves from the activities of the old Board and their strategic direction.

4.3.2 Mandate

The majority of research participants reiterated the question of the mandate as being the source of organisational challenges. Board, executive management and senior managers argue that the mandate of the organisation is too broad. External stakeholders partially agree that the mandate is broad but is not difficult to implement. Both provide divergent views but agree in principle that the mandate is located within the context of the vast socio-economic challenges that confront the youth. The mandate focuses on addressing issues of unemployment, skills development, fostering entrepreneurship, crime and health. Therefore the internal participants are of the view that the broader the mandate the more complex itwill be to execute.

It is strongly argued that the current structure is not in line with the broad mandate. The interviewees further argue that the financial support provided for the organisation is not sufficient given the mandate and its extent, and that the human resources and not adequate to properly execute the mandate. For instance, they argue that the organisation is running on an annual budget of R400 million where over half is allocated to salaries, 25 per cent in operational costs and the remaining 25% for special projects. The budget allocated to the NYDA is less than the annual budget of both the NYC and the UYF, where the UYF had a budget of R1 billion and the NYC over R1 billion to run both national and provincial structures.

External stakeholders, however, acknowledge that the mandate is broad but can be easily achieved. Their approach is that even though the mandate covers a variety of challenges, it is the organisational responsibility to continually redefine some of the programmes in ensuring that the mandate is achieved. They further argue that even though there are more challenges, the NYDA needs to reflect on possible partnerships

and focus on specific issues. Participant B gave an example, distinguishing between what other departments are doing and what the NYDA should be doing: “Skills development is a responsibility of the department of education and therefore there should not be a need for the NYDA to repeat it as it appears as duplication with more resources spent and less impact on the socio-economic challenges at hand.” Participant B argued for a strategic review by the NYDA to put more focus on their niche strengths and possible stakeholder engagement in pursuing these. Participant B strongly argues that this approach will assist in fostering partnerships that will ultimately increase impact and assist with optimum utilisation of resources.

In the main, the issue of mandate requires a review, according to all research participants. However, the review should take into account critical strategy alignments and ensure better integration of programmes in driving youth development. Fostering partnership and broader stakeholder engagement would assist in reducing duplication and optimise the utilization of limited resources.

4.3.3 Public perceptions

All participants critically responded to the perception deficit from the public. They all argue that the organizational performance is critically viewed based on the negative media publicity it has received over a period of time. They argue that the legacy of the previous NYC and UYF has been eroded by the public perception of maladministration and poor financial management as reported in the media. Such negative reporting has led to a lack of public support and loss of possible partnerships for critical youth development programmes. They cited the paranoia around funding from the private sector as a result of the negative perceptions the organization is experiencing.

They further stated that even though there are good programmes that the organisation is continuously engaged in, this is not reported thus leaving the public to continue to have negative perceptios about the organisation.

The Board further expressed a view that the public deficit will not go away as it has become too entrenched. They argue that it will require more than simplistic media engagement but that public awareness, activities in the communities, programmes engaging the youth, outreach to key stakeholders will assist in improving the image of the organisation. Participant F observed that, “damage done from the world youth festival left a huge perception about the organisation. Some people believe that we are more of an extravagant flamboyant and less effective organisation in the eyes of many’’.

Executive members agreed that the damage runs deep. However, they exonerated themselves from the poor management of events that led to the negative media reporting about the organization. They all attributed this to the old Board strategy and poor governance thereof. Participant G indicated that, “with the old Board you were either compelled to respond to their demands or else you were marginalised’’. However, they did recognize a need to engage in a strategy to upgrade the image of the organisation. Some even went further to argue that this should be the key objective of the new Board and the broader organisational strategy.

Senior management members similarly agreed with the executive on the power dynamics and how the organisation’s reputation was brought into disrepute. They argued that the damage was as a result of ignorance about governance and financial management requirements.

Oversight personnel similarly mentioned the reputational and perception deficit the organisation is facing. They expressed the need to engage on a reputational damage control strategy and to engage in collective

ownership and revitalisation of the organisation. Participant D indicated that blaming each other for the damage created is not going to build the reputation, while exonerating each other is also not useful. There is a need for a collective effort in improving the image of the organisation. This is crucial and should take priority'

4.3.4 Transitional issues

The research participants all responded to the same point of transitional issues being a handicap to organisational performance. The culture of the integrated or amalgamated organisations into the new structure did not merge seamlessly as envisaged. This is as a result of human resource issues, organisational culture, and governance challenges. For instance, they argue that the NYC was a public entity governed by public sector regulations such as the Public Finance Management Act (PFMA) and other regulations. On the other hand, the UYF was a private structure which operated differently. The challenge was to integrate operating mechanisms and business processes into one. This has brought conflict to what ought to be best practice.

Furthermore, structural design and remuneration mechanisms led to low staff morale. There is continuous comparison of old and new remuneration models, which leaves many of the staff members demoralised, with some arguing for change and others leaving the organisation. This is further aggravated by the regulated recruitment processes which take time and are sometime challenged by the unions. This then contributes to further vacancies, people being overloaded with work, and some of the programmes not being properly attended to. In the main, the different remuneration and human capital paradigms led to low staff morale and programmes not being properly executed.

In this instance, the leadership of the organisation is presented with the challenge of unifying the organization at the operational and junior management level. This is time-consuming as it is necessary to ensure that there is sufficient strategic engagement with the mandate at hand. Lastly, these leave the organizational morale and attention to work issues at a low point. However, the new Board has instilled new values which are expected to drive the processes needed to improve the organizational culture and promote a better working environment.

4.3.5 Performance

The research findings differed on this point. Internally research participants presented a view that the organisational performance is above average. They argued that the performance has improved from 60 per cent to 85 per cent which is acceptable given the limited resources they had. This is premised on the fundamental governance mechanism of planning, implementation, and monitoring and evaluation. Compliance with set programmes is reviewed in a mechanical way. It is reflected mainly in the context of ticking the boxes and complying with set regulations. This is supported by the audit findings of the Auditor General where the NYDA was given unqualified reports for the past three financial years.

The Board, however, is of the view that the performance is at a low level but can be improved on. They argue that the stated standard for performance is not aligned with the broader mandate and the expectations of citizens. Participant F argued that it is crucial to reflect on performance not only from the governance and compliance perspective, but that there is a need to be objective in assessing the impact of the programmes and how they change the lives of the youth. He further argued that, while there is reported progress in terms of performance there is equally a need to reflect on the outcomes and the impact thereof.

External stakeholders are of the view that while performance might be high according to the governance processes, the impact is very low. Projects undertaken are only compliance-related and there is not sufficient evidence if positive impact of such programmes. Even though there are costs or expenses related to such programmes, there has not been any evaluation of their impact. For example, the research participants emphasized the increase in youth unemployment and the continued skills development deficit. Even though there are programmes to address the above challenges, there is no evidence pointing to the reduction of these in spite of the costs and programmes undertaken.

External stakeholders further emphasized the need for a review of programmes and an improvement in partnerships in order to address broad-based youth challenges.

4.3.6 Leadership

The Leadership responses varied. The internal research participants gave an historical account of the leadership challenges. They categorized leadership from the Board, executive management, senior management and general leadership at the personal level. They further put aspects of external and oversight role into leadership perspective. On that note, they argued that there have been leadership challenges in the organisation as a result of a variety of factors.

Firstly, the political composition of the Board, the relationship of the Board with the executive management, and executive and senior management roles in the organisation contributed to leadership challenges. The process of nomination of the Board members by public and political institutions in the main compromised the quality of the leadership. The influence of political parties does not provide for a skills-based approach but rather provides a vehicle for political patronage. This inevitably produces average

leaders at the Board level who are unable to render the required quality of service.

In terms of the relationship or complex power relations between the Board and the executive, they argue that the Board's dynamics have impact on the role of the executive and the organisational performance. The fact that there are executive Board members such as the chairperson and the deputy with executive responsibilities presents a challenge. To some extent their role does not provide the Board with sufficient time and space to conduct their work in a professional manner. Research participants argued that the conflicting role of the Board and the executive creates professional and political conflict and ultimately leads to a leadership deficit. However, the situation appears to have improved with the Board.

Some of the research participants argued that leadership at the executive level has evolved over a period of time. There have been periods of both stability and instability in the organisation. Executives have voluntarily resigned and some have been forced to resign due to a variety of reasons. This contributed to a leadership vacuum in the organisation. Currently there are vacancies at executive level which have been vacant for over 18 months. Furthermore, the appointment of executives, even though administrative in nature, tends to be politically influenced which compromises the extent to which the organisation is able to attain the high level of skills that it requires.

Furthermore, the research participants argued that the type of leadership has gravitated between both transactional and transformational. Given the compliance mechanisms required by the public service, leadership is expected to ensure that there is compliance with regulations and policies. Leadership always looks for mistakes and correct them accordingly to ensure auditing compliance and good governance. This in the main becomes transactional. However, there have been new innovations by the

Board to promote improvements in staff morale. Even though there is space for innovation to inspire change, this is limited by the compliance requirements of public accountability.

Regarding the external and oversight points of view, these reflect on leadership differently. They argue that there is lack of leadership appraisal in the organisation, that the leadership does not comprehend the leadership responsibility and the importance of leadership in shaping the organisation. They argue that the absence of leadership is the result of lack of competency based on the composition of the Board and that lack of leadership has ultimately led to critical staff leaving. There is also a lack of comprehension of the business processes. The leadership vacuum is evident as seen in the inability of leadership to address staff issues. While the research participants acknowledged the compliance and transactional leadership role, the inability to revisit impact as a critical component of their mandate illustrates lack of leadership. In terms of the Board and executive management relationship, they argued that competency and lack of professionalism and technical skills illustrates leadership challenges or vacuums.

In the main, there are different views in relation to leadership and leadership practice in the organisation. There are leadership dynamics and challenges in the organisation. From a theoretical perspective, there is an understanding that the leadership is more biased towards transactional leadership and not transformational leadership. Even though there are semblances of transformational leadership, there is not sufficient evidence to evaluate the effectiveness. Furthermore, the governance challenges the organisation has to deal with inevitably push the leadership practice towards the more transactional.

4.3.7 Strategy formulation and implementation

The research participants presented different views on the strategy formulation and implementation of the NYDA. The Board is of the view that strategy is well formulated and implemented in the organization. This is, however, in the new era of the mandate from April 2013. The executive management indicated that the strategy formulation and implementation has its own challenges but it is well articulated and well understood in the organisation. External stakeholders are of the view that the strategy as formulated is not fully aligned with the broader organizational mandate and therefore requires review.

The Board is furthermore of the view that the current position provides for the vision for the organisation and the strategy is therefore informed by the vision they have set. Secondly, they had undertaken a strategic engagement and review of the old strategy to ensure that they reduce programmes and set new priorities. The strategy is well articulated and has been discussed with executive management and the more junior staff members of the organization. This new approach has helped to include all staff members in appreciating the new direction and strategy as set by the new Board.

Executive management is also of the view that the strategy is well articulated. This view is based on what is defined as corporate strategy. The corporate strategy entails critical performance areas and how the organisation ought to achieve those. This is discussed and adopted, resulting in programmes being approved and costed. This is then cascaded to operational plans and activity plans for different work streams. At the NYDA this is currently being rolled out and different units are fully engaged and focused on the objectives. However, there are internal disagreements as a result of different views on the new direction the organisation is taking. For instance, the priority shift from simplistic

funding to entrepreneurship is now replaced with skills development. There are no longer funding vouchers but more funding is directed to ensuring sustainability of entrepreneurs. This is likely to derail the organisational synergy, thus leading to minimal achievement of set goals.

Senior managers are of the view that strategy formulation and implementation will always remain a challenge given the tenure of the Board and executive appointment. The Board is appointed for a three-year term while the executive is appointed for a five-year term. This creates strategy misalignment and further perpetuates management instability. Participant H argues that, “strategy cannot be reflected on in isolation of human resource practicalities. The new Board inherited the old executive and already there are strategic differences in terms of the direction which the organisation ought to be taking”.

Participant G argued that even though there is communication by the Board to the executive, there is a challenge of buy-in. This was evident with the new Board’s conflict with the former CEO and COO. They did not agree with the strategy and this ultimately led to their suspension and dismissal.

External stakeholders are of the view that strategy formulation in the organization requires a review. The strategic approach is simplistic and thus carries less weight in synchronizing plans with the broader mandate. The argument is that corporate strategy will be inward-looking thus focusing on compliance and will not necessarily give a strategic view of what the organizational mandate is. This is evident in the public domain as there is insufficient evidence regarding the impact the organisation is making on youth development issues. This is perhaps as a result of capacity issues and professional skills in both leadership and strategy formulation.

4.3.8 Monitoring and evaluation

Research participants responded in depth about the monitoring and evaluation aspect of their work. The Board indicated the absence of monitoring and evaluation and the need for such to be in place. The executive management held a view that there is monitoring and evaluation in place, but this could be improved. External stakeholders equally believe that monitoring and evaluation is a critical tool but that a different model is required.

Board members expressed the importance of monitoring and evaluation in doing strategic and operational work. The Board acknowledge that there is an absence of clear monitoring and evaluation tools in the NYDA. Currently reports and evaluation are done in a simplistic way which is more quantative rather than qualitative. They believe that the work of the organization is more strategic and requires adequate tools for monitoring and evaluation. The organization needs to build a system where there is strategic evaluation of the work from the impact perspective and not from the compliance point of view.

Executive management is of the view that the evaluation mechanisms are purely mechanical. They only focus on the compliance and non-compliance governance framework that is based on government reporting lines. Report cards for evaluation are based on programmes being achieved or not for audit purposes or compliance.

Senior managers are of the view that monitoring and evaluation are critical tools that are not reflected on for what they ought to be. Proper tools for evaluation are ignored and simplistic evaluation is undertaken. This ultimately gives an artificial reflection of performance. There is a lack of impact analysis tools. The evaluation tools are mechanical and governance-based. Participant H indicated that there is a lack of

appreciation of requisite evaluation tools within the NYDA. What is required is clear evaluation tools that will allow for objective evaluation.

External stakeholders argue that there is a need to reflect on monitoring and evaluation from the planning perspective. Planning should be guided by the mandate and programmes should be clear and achievable. This lays the foundation for proper evaluation. However, a lack of objective tools is also evident. Therefore monitoring and evaluation should be viewed in the context of broader planning.

4.3.9 Communication

Internal and external strategy requires a communications plan to ensure that there is sufficient understanding of the organisational direction. Research participants presented different responses in relation to the role and the importance of communication in strategy formulation and implementation.

The Board members observed that the current communications plan is adequate to ensure staff commitment, and noted that there are regular engagements with internal staff at both management and lower levels. This is through staff meetings and internal communications in relation to organisational direction. With regard to external engagement there is an improved external communication strategy through media releases and advertisements that explain the role of the NYDA. This elaborates on programmes and projects undertaken by the NYDA.

Executive members agreed with the Board on the communication plans, both internal and external. However, they noted that the approach is not sufficiently inclusive as there are fundamental challenges of consultation and common agreement on what ought to be communicated. For instance, Participant E indicated that are surprised in such meetings: “Press

releases are good to market the organisation but they often come with political tones that do not relate with what has been done by the organisation. This often creates a false impression on what we are actually challenged with". According to some Board members, this does not make communication a good tool. One executive member argued that internal communication is often good but may also present issues that have not been discussed sufficiently; this contributes to tensions between staff, management and the Board.

Senior managers are of the view that communication is not adequate and does not portray the organisation accurately, and that given the bad or negative publicity, it would be important for the communication content to reflect accurately the challenges and activities of the organisation. They argue that misrepresentation of challenges has the potential to create or worsen negative perceptions. Internal communication is also viewed as being well-intentioned but in practice is not done properly and contributes to tensions. For instance, one member indicated that they sometimes are surprised about what is communicated. Some of their work will be mentioned without them knowing about it. Programmes in their work streams will be given targets and deadlines while they were not consulted at all.

External stakeholders welcomed the communication strategy deployed by the NYDA. They argued that the internal communication is mainly limited to internal staff issues. Currently there is constant and improved communication. However, they receive complaints about the manner in which it is done. Even though there has been no formal complaint, they get different views during reporting and engagement with the staff, Board and executive. In relation to external communication, they believe that there is a need to confine communication to critical youth development issues that are not part of the line department work, and that mainstreaming of youth development and partnership matters should be

communicated better. They note that it is crucial for external communication experts to be deployed to address the perception deficit about the organisation.

4.4 CONCLUSION

The findings on the NYDA present divergent perspectives from research participants. In most of the identified themes there is agreement on what ought to be done. However, there are contradictions in relation to how processes should be assessed. There is a common agreement that the mandate is too broad and is not complemented by the resourcess allocated.

Leadership performance is influenced by outstanding unresolved transitional issues. Leadership models applied are both transactional and transformational. Strategy formulation is viewed differently and requires better communication and joint consultation in building a unified implementation process.

Internal and external communications require improvement, and the monitoring and evaluation mechanisms require review.

CHAPTER FIVE

ANALYSIS OF THE FINDINGS

5.1 INTRODUCTION

The chapter presents an analysis of the research findings. The analysis will not only focus on the negative issues but will present both positive and negative findings. The chapter contextualises analysis of the challenges from the leadership and strategy implementation perspective. It should be noted that the leadership and challenges are observed through certain organisational processes, work streams, and performance and performance evaluation practices.

5.2 SUMMARY OF FINDINGS

The findings on the NYDA present various perspectives from research participants. In most of the identified themes, there is a common departure point in relation to what the organisational objectives are in the context of the socio-economic challenges that the youth are confronted with. However, there are contradictions in how processes should be examined as well the implementation models required. There is common agreement that the mandate as defined by the NYDA Act is too broad. This is further complicated by the insufficient resources the NYDA is allocated for its mandate.

Leadership performance is hampered by unresolved transitional issues. Leadership models applied are both transactional and transformational. Strategy formulation is interpreted differently. Communication is equally a challenge at all levels of leadership and management. Internal and external communications require improvement.

Monitoring and evaluation mechanisms require review, and this range of challenges provides a platform from which to analyse the findings in the context of the research questions and theoretical framework.

5.3 THEORETICAL FRAMEWORK

The basis of assessment of leadership and strategy implementation in the NYDA is premised on transformational leadership. Transformational leadership is perceived by many scholars as the modern leadership theory that has presented positive results in many organisations.

Transformational leadership emphasises the relationship between the leader and the people led. The relationship is more biased towards putting people at the centre of all work operations. This bias promotes a symbiotic and natural relationship that puts people first. Transformational leadership is equally premised on critical elements of strategic relations between leadership, processes, and engagement with people. In its appreciation, it is mainly focused on management of softer issues in driving performance rather than focusing on people (Sosik, 1997).

Furthermore, transformational leadership creates an atmosphere where there is inspiration from all people led as part of the organisation. In this instance, it is viewed as an inspirational leadership style in which a clearly articulated vision is shared. People are inspired to follow such a vision and be part of it. Invariably this gives rise to intellectual stimulation wherein people are given space to explore intellectually as well as challenge assumptions. It further promotes constructive engagement in soliciting best practices and solutions through dialogue (Bass, 1999). People are encouraged to be part of such a constructive engagement space.

Lastly, transformational leadership is embedded with a high level of value-driven initiatives, influence and civic virtue. Leaders are seen as the

mirrors of their organisation as they live the values they want their organisations to follow (Tichy and Devanna, 1986). They are open to experience and blend their leadership with emotional intelligence. This inevitably builds job maturity and psychological maturity which will lead to a move beyond just job satisfaction but broader organisational development and performance.

5.4 THEORETICAL APPLICATION AND CONTEXT

In the context of the theoretical framework and appraisal of leadership, the findings indicate that there are both transformational leadership and transactional leadership styles in the NYDA. Implementation or application of both theories is mainly driven by circumstantial challenges as well as the vision of the Board. Due to the perception of negative or poor financial management in the agency, the Board is compelled to instil a culture of compliance. In doing so, there will be closer monitoring of adherence to regulations and rules which will limit scope for innovation to some extent. For example, based on the audit findings there is a need for the agency to ensure compliance with financial management controls. This invariably limits any innovation in spending agency funds for critical projects outside of the limitations of the Public Finance Management Act.

On the other hand, the Board and executive management are driving a visionary approach to strategy in the organisation. There is adequate constructive engagement by all stakeholders in implementing the mandate. Regular staff meetings at all levels have promoted a culture of openness and an atmosphere of constructive discussion, presentation of new ideas and engaging in collective ownership of the NYDA's strategic direction. Executive management and other staff members are given space to rethink their operational work. While more is needed, these are welcome changes in the right direction.

In addition, there is an opportunity for shaping management and leadership by all key stakeholders. The platform for interaction by the new Board ushers in a new era of constructive engagement which is in line with transformational leadership imperatives. Therefore the organisation should use the opportunity to improve on leadership practice in order to ultimately improve on strategy implementation and organisational performance.

5.5 ANALYSIS OF STRATEGY AND LEADERSHIP

Leadership and strategy in the NYDA is complex. The leadership evolution in the organisation has been characterized by a transitional space. This is as a result of the merger of the NYC and UYF. The historical leadership legacies have been deeply entrenched to the extent that new culture is polarised by a lack of paradigm shift. There are still pockets of resistance from the old management in relation to the new direction of the agency. Certain personnel are entrenched in what they believe are their professional and competence areas. This has resulted in a complex and peculiar leadership appreciation and the tension between negative and positive forces has led to leadership and management contradictions.

The Board holds the final responsibility for leadership and strategy and is confronted with internal and external challenges. The first Board was appointed for a period of three years and their mandate expired in 2012. The first Board period was characterized by public perceptions of opulence and poor financial administration. In this case there was a complex relationship between the Board and the executive. Political power and patronage occupied the centre thereby relegating professionalism to the periphery. Business processes and organisational operating systems were not complied with. This resulted in internal differences between Board members on a number of critical operational and strategic issues. This ultimately created a leadership vacuum and management and strategy paralysis.

In addition, the challenges of poor financial administration resulted in poor public perceptions. This inherently isolated the agency from potential partnership programmes. Stakeholders developed a negative engagement approach thus creating a governance paralysis. This forced the agency to stretch its project management budget as well as review its operational mandate. This was perpetuated by lack of accountability of the collective ownership by the Board, management and members around certain administrative challenges.

The executive management has encountered numerous challenges. Their leadership has been in conflict with the broader strategic direction of the Board. Conflict arose as a result of a number of issues. Firstly, there was a challenge in relation to the misunderstanding of the new mandate. The old management came from different structures with different mandates. Changing operational and leadership approaches were informed by the new mandate. However, peculiarities in the context of legacy issues brought tensions to the surface. Ongoing tensions as to what ought to happen or ought to be the operational mandate gave rise to a collapse in trust and leadership between the Board and management. Secondly, power politics around the role of the Board in relation to the role of the executive management created challenges. The executive Board members' role presided over the executive management space and created management and leadership paralysis. Thirdly, perceived abuse of power by the Board in authorising certain projects compounded the problem. Executive management felt disempowered as a result of the excessive abuse of power by some members of the Board at the time.

Senior management similarly felt their operational space was being limited. The inability to resolve the executive management and Board challenges impacted on the operational work streams. Direct instructions

or communication to operational members gave rise to tensions especially around supply chain management.

Leadership and strategy implementation encountered numerous challenges. Board composition and relations with the external stakeholders was a serious challenge. The inability to have proper leadership processes in place gave rise to the strategy implementation vacuum. Lastly, lack of proper development of business processes and systems as a result of poor leadership gave rise to operational inefficiencies.

5.6 NEW ORGANISATION

There is general consensus that the agency is new and challenges are inevitable. Respondents further argued that the agency is gradually dealing with them. However, the new organisation should not be viewed as being unaccountable for its actions. The critical issue of newness should be viewed as an opportunity for creating a good foundation for an organisation. Leadership should take the opportunity to express their vision and ensure that the model and business processes are properly instituted. Furthermore, strategy formulation and institutional appreciation should have been the pillars of the foundation of the new organisation. Also crucial in the foundation is the establishment of operational systems and the integration of old and new in what ought to be the principled standard operation procedures for the organisation.

Therefore the agency needs to reflect on the status of newness as an opportunity to develop a strong foundation for the new organisation, with strong principles and values to drive both the internal and external mandates.

5.7 POSITIVE ISSUES

Even though there are challenges in relation to leadership and strategy, it should be noted that there are different aspects of leadership that are working very well. This is as a result of the new Board and their vision. The relationship with the executive management has improved, which has a positive impact on leadership and strategy implementation in the organisation.

The new Board brought a new vision to redirect the mandate and the energy in the agency. Strategy and leadership issues are central to improving on organisational performance. Interventions indicate the visionary approach by the Board and a clear strategic direction in addressing both performance and perception deficits. The new Board reviewed the mandate and identified two critical areas of focus, rather than attempting to deal with all broad socio-economic challenges the youth is confronted with. Firstly, there is a clear and dedicated focus on education and skills development as a tool for enhancing employment and improving entrepreneurship. The focus is no longer on provision of grants and loans. The emphasis is on providing tools to develop a platform to enhance and sustain entrepreneurship. This clearly ushers in a new strategic direction instead of trying to meet broad youth expectations.

Furthermore, the Board has developed communication strategies and clear engagement plans to ensure collective leadership. Regular interaction with the executive management, senior management and external stakeholders has improved working relations and has thus far produced pockets of excellence. Members are informed on new issues and envisaged engagements. Even though this is still new and has its own challenges, initiatives are ongoing and have thus far yielded positive results.

Executive management appears to be afforded relevant operational space in which to implement the organizational strategy. Consultation with members is positive and proactive. The implementation of programmes and work streams appears focused and effective. Senior management is inspired as illustrated by the ability to ensure performance is improved at all levels. It should be noted, however, that while there have been many improvements there are still challenges in relation to certain complex organisational issues.

With regard to governance, unqualified audit findings have been consistent over time. Compliance with governance and regulatory frameworks has improved. Even though the Auditor General gave unqualified reports or findings, there are some areas of concern which require attention and closer monitoring. For example, supply chain management and compliance with financial regulations require attention. Also noted is the improvement in management reporting and a need to review performance evaluation methods.

5.8 CHALLENGES

The Agency has experienced a number of challenges which emanate from various institutional and legislative factors. Firstly, the understanding and appreciation of the NYDA mandate varies among both internal and external role-players.

Secondly, there are various interpretations of implementation of the mandate from a strategic point of view. This is experienced in the strategy implementation approach and also lack of adequate business processes. This ultimately leaves a vacuum for monitoring and evaluation.

Thirdly, there are glaring capacity issues that require attention; and fourthly, utilisation of budget or rationalisation thereof is also a challenge.

5.8.1 Mandate

The NYDA mandate presents a broad scope of addressing variety and diverse socio-economic challenges. These vary from youth unemployment, access to education, skills development, entrepreneurship, health issues and social crime challenges. However, the mandate does not differentiate between the complex and diverse rural and urban youth challenges. The rural youth seem to be confronted with issues of health, social crimes, education and skills development. On the other hand, the urban youth is confronted with different issues such as advanced skills development, higher education funding and entrepreneurship. This presents a challenge in terms of what ought to be a proper and systematic agency engagement in addressing these challenges. This is further compounded by lack of access to information and knowledge on some of the interventions the agency is implementing.

The agency is also confronted with challenges in relation to the interpretation of the mandate. According to various agency management and stakeholder views, the mandate is perceived differently. The Board is of the view that the mandate is too broad and requires revision to simplify the scope and manage public perceptions and expectations. Management agrees with the Board's position on the broad mandate. However, external stakeholders view the mandate as a platform in which a framework is created. This does not in any way mean that the entire mandate could be implemented. In this case, there is a need to continually develop programmes based on the mandate. These could be determined annually by the extent of youth challenges as well evolving dynamics. The mandate should not be viewed as static but rather implementation should be innovative and improved on a regular basis.

In addition, the role of the board in the context of the mandate is crucial. The delineation of responsibilities should not be viewed as a major issue. Even though it might appear as being a catalyst for challenges, critical to this is the aspect of collaboration and team work. This is an illustration of a leadership vacuum. The Board and executive management needs to develop seamless working relations that rise above personalities and emphasise the organisational mandate and objectives. This could be done through regular performance management engagement in dealing with roles and performance output.

5.8.2 Human capacity

The issue of human capacity has been raised by all key stakeholders in the organisation. Most expressed the need for more people to be employed to ensure that there is sufficient human capital. However, there are indications that there has not been sufficient study or appraisal of human resources in the organisation which could perhaps be deployed more strategically. The fact that this has not happened is indicative of a leadership deficit to some extent. Firstly, human resources integrated from the old structures both national and provincial appears sufficient to assume the task. Secondly, there is little rationalisation of human capital to ensure that skills in different areas are deployed appropriately. Thirdly, the lack of a skills audit means that there is inadequate talent management in the agency. Fourthly, the inability to address organisational development issues such as organisational culture gives rise to laziness creep which might create a skills vacuum.

There are many people integrated within the new structure and fixed post establishment. The numbers are adequate and perhaps what is crucial is to ensure that there is alignment and proper placement of staff. What is required is the finalisation of the mandate and the identification of clear programmes. Thereafter there will be a need to conduct a proper skills

audit and ensure that skills are placed appropriately. Where there are skills gaps identified, issues of skills development should be considered. Changes in attitude as a result of new organisational requirements will require suitable interventions to build new teams and develop a new culture. This will not happen overnight but would require clear interventions over a period of time. The remuneration model and fair compensation at all levels could also assist in improving the situation.

Also missing in the human capital intervention is the lack of soft issue management. There are no sufficient engagement with team building and social interaction amongst relevant role players. This absence lead to lack of trust and perpetuated divides among executive and management as well as management and other staff members. This has potential to create more challenges if not properly attended to.

Another critical observation is the *laissez-faire* approach in the organisation. This is illustrated by the approach to working methods, adherence to working hours, and respect for time-keeping as observed by the researcher. During the interviews and meetings, people would be coming in to work after 10h00 and there seemed to be no sense of urgency or respect for rules and regulations. During meetings, some staff members would be walking in and out of interviews. Such disruption was not perceived to be abnormal. This in the main is an illustration of the leadership vacuum where such issues could be addressed. Perhaps leadership does not lead by example in ensuring that people respect time and rules. Another example in this regard was the continuous postponement of agreed meetings at short notice as well as cancellations without giving any new date.

5.8.3 Financial resources

The interaction with executive management and the Board raised funding as a critical challenge for the organisation. This was based on the historical total budget allocated for the previous organisation. In addition, there was general concern about funding as the majority of the budget allocated only covers human resource and operational expenses. This invariably leaves less budget for key programmes and projects. However, there seemed to be a leadership gap in rationalising budget and innovatively looking at alternative engagement in relation to the optimal utilisation of the budget with relatively visible impact, even though there is R200 million allocated for facilitation and skills development with less impact on entrepreneual funding.

There is also a need to reflect on the loan book and the repayment thereof. This is likely to inject capital to increase the revenue base which could be used for other projects. In addition, there should be innovative thinking on how to develop partnership on key projects. This would require a paradigm shift informed by the new niche as compared to the all-round scattered approach. The reality is that there will not be any budget increase in the next three-to-five year cycle. However, the Board needs to innovatively reflect on capitalising on the management of the loan book, rationalising spending on key projects and where possible entering into partnerships with other departments and key government-owned entities.

5.8.4 Business processes and management systems

The organisation is working or operating on business models integrated from both old organisations. The systems are working but need to be refined. The systems are mainly inward-looking, focusing on simplistic reporting and compliance as compared to in-depth impact evaluation. This brings into context the paradox of unqualified audits wherein there are

sufficient concerns regarding management systems and control tools. This paradox necessitates a review of evaluation tools as well monitoring mechanisms which speak to critical mandate issues, cost-benefit analysis, and review of programmes and the impact thereof as important issues for consideration.

5.9 CONCLUSION

The leadership and strategy implementation processes in the NYDA appear complex. There are various challenges that require closer monitoring. There are also areas that are working very well. The challenges around transitional management, human capital and organisational challenges seem to be improving.

Review of the mandate requires sufficient rationalisation of objectives so as to ensure that there is broader reflection on the engagement model. This would require closer collaboration with other stakeholders. Finally, of some importance is the management of perception deficit amongst the public as well as instituting objective monitoring and evaluation tools.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

This chapter presents conclusions and recommendations based on the research problem, research findings and analysis thereof. It examines critical aspects leading to an understanding of leadership gaps and strategy challenges in the NYDA. It first puts into context the appraisal of the factors impacting on leadership and strategy implementation. It elaborates on the literature review which created an academic space where the research question should be, thereby laying the foundation for the research. It then provides an appreciation of the methodology applied and its challenges. It further provides a summary of the findings and their analysis. Finally it presents recommendations to be considered. It should be noted that these recommendations are at a policy level as well as some practical leadership and strategy considerations.

6.2 FACTORS IMPACTING ON LEADERSHIP AND STRATEGY IMPLEMENTATION

Leadership and strategy implementation in the NYDA has evolved over four to five years. The evolution has been premised on the transitional phase from the mergers of two institutions into one. The legislative framework that set the merger created internal mechanisms in which all processes were intended to fall in place. However, the transitional challenges were not properly reflected on. In the beginning there was the challenge of understanding and appreciating fundamental mandate complexities. A simplistic understanding of what ought to be the challenges was clouded by political positions which invariably contaminated the window of opportunity in creating the new organisation.

This was further compounded by governance issues, in particular the relationship between the Board, executive and senior management. The lack of a coherent and seamless operational relationship created a leadership vacuum which ultimately retarded the strategy implementation.

The major challenge in the inception of the new organisation was mandate clarification and appreciation. There appeared to be various interpretations of what the mandate ought to be. This led to a broader defined scope. All youth development issues were prioritised thereby stretching both human and financial resources. This in the main demonstrated a lack of strategic reflection on what ought to be the organisational direction. Strategy formulation ought to have laid a foundation in identifying critical issues and prioritization of key initiatives. This would have enabled the NYDA to rationalise both human capital and financial resources. Furthermore, this would have created leadership space to engage other stakeholders in partnering on areas where they do not have capital or human resources to pursue.

The absence of leadership thus created a paralysis in managing complex human resource challenges. Human resources from both institutions came with different operational mechanisms and remuneration philosophies. Dissatisfaction from the two sets of people created confusion in agreeing on what could be the best practice in building one organisation. This was further compounded by contrasting organisational cultures, the latter mainly as a result of approach and implementation. The NYC had a more grounded public service mentality whereas the UYF had a private sector organisational culture. This ultimately led to the challenge of building unity and one organisational culture. The absence of leadership led to a poor working environment where there is no collective ownership, team work and belief in the organisation. In the end it became difficult to drive both strategy formulation and implementation.

Leadership dynamics also had a role to play in the strategy implementation challenges. The relationship between the Board and executive was also a challenge. The Board is appointed for three years whereas the executives are appointed for five years. The overlapping of the contractual years led to serious operational challenges. The Board appoints the executives including the chief executive officer, but when the new Board takes over there are already clashes of personalities and strategic direction. This ultimately led to executivea either being suspended or some voluntarily leaving. This created a leadership vacuum.

Communication was a challenge in the organisation. The organisation was receiving bad publicity as a result of negative public perception. Internal communication mechanisms were not clearly appreciated and properly utilised by the Board, management and members. Internal matters were communicated without any engagement with members. This led to poor morale amongst the staff. External communication was also inadequate. The organisation had undertaken initiatives and implemented programmes that could send a message to the public on their mandate. However, the organisation did not do enough external communication engagement in attempting to address perception deficits.

The lack of defined and clear business processes in the organisation was also a challenge. Governance processes were flouted and there was no collective ownership of the challenges. Reporting lines and other performance and monitoring mechanisms were not adhered to. This was an illustration of lack of defined business processes and operational systems in implementing the strategy of the organisation.

6.3 LITERATURE REVIEW

Literature review set the tone in understanding the evolution of youth development in South Africa, Africa and the rest of the world. The literature brings forth the importance of youth development in both developing and developed countries. It laid a foundation of the importance of youth development as a cornerstone of economic development. Even though the appraisal and appreciation varies between country and region, there is a general agreement by many scholars that youth development is very important.

In South Africa youth development issues have been at the centre of the democratic dispensation. The socio-economic challenges that young people face have been receiving attention at many levels of government. There was a clear policy direction backed by the National Youth Act. This created a regulatory framework as well institutionalization of youth development at different government departments. Two critical events were undertaken, namely formation of youth desks in ministries and the establishment of the National Youth Commission. This was supported by civil society initiatives co-ordinated by the National Youth Service. However, these were not working together. This ultimately led to the formation of the Umsobomvu Youth Fund where the focus of the fund was mainly economic transformation, youth skills development and fostering greater levels of entrepreneurship. This did not yield the desired outcomes as there were negative public perceptions of rationalisation. This gave rise to the formation of the National Youth Development Agency in 2009.

There were no continental youth development structures. The issues were mainly addressed through the African Union Youth Charter. This Charter emphasised placing youth development at the centre of development. However, this was not adequately addressed by many countries. Many countries opted for placing youth development under the auspices of the

ruling political party which resulted in youth being used to fight political battles rather than dealing with the mainstream socio-economic challenges they are confronted with. Even though there are countries like Kenya who are changing their model, the issue is still a long way from being fully addressed.

Internationally, youth development issues are being adequately addressed. Even though the complexities vary from those in Africa, the youth are leaders and occupy the centre of the developmental agenda in many countries, where there are youth ministries or special projects with adequate funding to pursue a dedicated youth agenda.

In the context of leadership, many concepts and theories were presented, namely transactional leadership, charismatic leadership, and transformational leadership. These differ from each other but all emphasise leadership as a driving tool of organisational performance. All theories also concur with the fact that leadership is about the relationship between the leader and the followers. However, they differ as to how the processes are undertaken and what kind of leadership model should be adopted. Transactional leadership emphasises results and minimal space for innovation. Its emphasis is on compliance and adherence to rules and regulations. Charismatic leadership emphasizes the inspirational relationship between the leader and the followers. Transactional leadership includes some aspects of charismatic leadership. It further argues for a softer relationship between leaders and followers. What it advocates for is innovation, inspiration, motivation and putting followers first. However, in the case of the NYDA all three leadership concepts can be applied. It should be noted that given the evolution of the organisation, it would have been prudent to apply charismatic leadership in the beginning. This would have enabled members to follow the new path charted by the Board and based on the new mandate. Transactional leadership would have been critical in ensuring there is compliance with

the new public service Acts. Transformational leadership would have been ideal to inspire the staff and motivate them to aim for greater heights thus promoting excellent performance.

6.4 RESEARCH METHODOLOGY

Qualitative research methodology was adopted for this research since it allowed both the researcher and research participants to explore the underlying or causal factors in understanding leadership and strategy implementation in the NYDA. It began with literature review on the broader concept of leadership and its theoretical and practical aspects. There was extensive literature on strategy as a concept. The literature further provided appreciation of strategy implementation. The theoretical framework was on transformational leadership. The latter has been recommended by many scholars as the best leadership theory to bring out the best performance in many organisations or private companies.

There was sufficient literature on youth development as a critical component of state development. Youth development was argued as being the cornerstone of economic growth in many countries. However, the appreciation of these issues varied according to continent or region as determined by political appreciation of youth development as well as the economic development level of the country. There are various models used to develop youth initiatives or programmes. South Africa presented a model in which youth development is highly appreciated at both political and governance levels. It was in this case that literature gaps were identified. In this instance, the appreciation of strategy and leadership was identified and contributed to developing a research question focusing on the relationship between leadership and strategy implementation in the NYDA. Research formulated as part of the questionnaire focused on exploring the relationship between leadership and strategy implementation in the context of the performance of the agency.

The sample choice was non-probability at the beginning. This focused on a particular management team which deals with strategy formulation and included different aspects of leadership, namely the Board of directors, executive management and senior managers. However, the sample eventually involved snowballing due to a number of reasons. Firstly, there were referrals of research participants who were not part of the initial target group. External stakeholders like the Office of the Presidency who are responsible for youth development were interviewed. In addition, former agency members were interviewed. Lastly, there were instances where some executives were not available and referred others they thought would be useful in the research. Therefore non-probability sampling and snowballing were used.

Interviews were conducted at the NYDA offices and other formal offices. The environment was formal but the interview method and guide created an atmosphere where research participants felt comfortable. At first the research participants were uneasy with the research topic but the researcher assured them that the research ethics protected their anonymity. A letter of confidentiality and anonymity made them realise that the purpose of the research is purely academic. It should also be noted that the research participants were open and shared a lot even beyond what the research questions were. Probing was used and that together with follow-up questions made research participants share more.

In terms of reliability and validity, different tools were used to test the consistency and reliability of the research findings. Repetition of the findings made aspects of reliability easy. Triangulation was used to test the validity of the research findings. Cross-checking of research findings with literature and the observations made validity much easier.

Data analysis was more complex. There was much information on leadership and strategy. The research findings covered other critical components of leadership and strategy. Coding of the findings through repetition of words, events, and possible trends was used. This provided a platform for identification of several themes. There were many themes but some were not in line with the research purpose and could not be utilised.

The only challenge was related to limited time and unavailability of research participants. Some meetings were cancelled but research participants quickly made alternative appointments or referred the researcher to other staff members who could be of value to the research.

6.5 RESEARCH FINDINGS

The research findings indicate a combination of leadership and strategy implementation. Data solicited was very broad and covered a variety of issues. Some of the issues were related to the topic to be researched and could enhance the research question. Coding was used and several themes were identified. The latter focused on critical leadership, and strategy formulation and implementation. These are leadership, strategy formulation, human resources, new organisations, transitional issues, funding and aspects of mandate. All these are inter-dependent but the findings identified critical issues that were being addressed satisfactorily while some were not. It also presented different aspects of leadership appraisal which were of importance. is equally important. For instance, findings revealed that not only transformational leadership was relevant in the agency. Transactional leadership was equally necessary. This was mainly as a result of internal and external circumstances where governance was lacking. Therefore transactional leadership was required to enforce compliance and adherence to policies and regulations. Transformational leadership was, or is, relevant in driving innovation and focusing on softer issues to drive performance.

Management of human resources and transitional issues were equally critical. Findings highlighted the complexities in merging the two organisations into one as a critical tool in derailing leadership efficiency and ultimately resulting in poor implementation of strategy.

Lack of understanding and examination of the mandate was also a challenge. Duplication of functions and lack of focused strategy was raised as one of the challenges faced by the organisation. Even though the new Board has ushered in a new era focusing on sustainable entrepreneurship and skills development, there are others who still argue for mandate clarity. This was, however, contested by many of the research participants.

There was adherence to reporting lines which ensured the agency attained good audit findings, even though there were challenges in financial management as well as impact of the projects undertaken. This finding was contrary to the public perception of a poorly managed organisation.

6.6 INTERPRETATION AND ANALYSIS

The research findings provided a basis from which to analyse the research findings in the context of the initial research question. While there were critical challenges in the NYDA in the context of leadership and strategy development, not all findings were negative as there were positive findings in relation to both leadership and strategy implementation.

Firstly, there were positive areas in leadership and strategy implementation. This is mainly in the area of governance and compliance. The agency improved on its compliance and reporting within the broader audit framework. While the agency received unqualified audits for the past three financial years, there were still some areas of concern that required

improvement. In addition, the new Board has instilled a new culture of consultation. This is currently shaping the agency's approach to collective leadership. Even though this is still in its initial stages, there are positive shifts to be seen.

Secondly, there are challenges in the comprehension of certain critical mandate questions. Different stakeholders held different views on what the mandate ought to be. This created confusion which delayed the consolidation of programmes. This led to paralysis in terms of public expectation, which further deepened negative perceptions about the organisation. In addition, a lack of communication by both the Board and executive members created divisions within the agency. External communication also created more confusion which led to further challenges and did not inspire confidence in the organisation as a viable organisation to drive youth development issues.

Transitional issues played a role in the paralysis of leadership and strategy implementation. The inability of the new Board to integrate the old organisational cultures into one common agency culture led to multiple cultures which resulted in resistance and lack of support being provided to the strategy initiatives. This was exacerbated by the inability of the Board and executive management to find a common space in shaping the newly formed organisation. This ultimately contributed to low morale of the staff and poor performance by the organisation. This was further aggravated by the high staff turnover and current management vacancies.

6.7 RECOMMENDATIONS

The findings of the research with the analysis provide a platform from which recommendations can be made. This could assist leadership and strategy implementation in the agency. The main areas are mandate

clarification, the role of the Board and governance, transitional issues management, human resource challenges, funding, and communication.

6.7.1 Mandate clarification

Legal mandate and its appreciation is a foundation for any leadership. Without a clear mandate, leadership and other strategy processes are likely to be blurred and this is likely to lead to poor performance by the organisation.

Mandate clarity is the critical step in building a foundation and forms part of any strategic direction the organisation takes. It is important that all key stakeholders review the mandate and ensure that the expectations are reviewed. This will provide broader legislative direction and review the scope of operation. The research is not advocating for a broader legislative review. It argues for a consultative process in which mandate issues are clarified and both internal and external stakeholders are taken into confidence. This will ensure synchronisation and where possible, partnerships may be entered into to avoid duplication and rationalisation of a limited budget.

6.7.2 The role of the Board

The Board of directors and their role occupies the centre of any leadership and strategy processes. Their appointment, conduct and strategic engagement are central to the success of any organisation. Leadership and strategy implementation will not realise optimum performance output if the Board does not function well. The current Board chairperson and deputy chairperson occupy an executive role. This promotes conflict with the role of the executive, more particularly the chief executive officer and the chief operating officer. It is recommended that these roles are delineated to ensure that there is clear separation of the executive role

and the oversight role. It is further recommended that the executive role of the Board members be reviewed. The chairperson and deputy chairperson are appointed on a non-executive basis. This will create operational space wherein the Board will exercise the oversight role and will thereby eliminate the current role of the Board as both referee and player. It would then create a clear strategic relationship with each structure's role being clarified. Governance issues will be clarified and performance management will be easily addressed.

6.7.3 Transitional issues

Organisational transition issues create a challenge in relation to organisational development issues. This encompasses critical human resource issues such as staff morale, team-work, collective ownership, and excellent performance. The organisation should design an organisational transformation process. This would require addressing issues around structural review, job alignment, remuneration management and skills development issues. This could be done through an external consultant or oversight structures. If done by oversight structures, it is likely to build confidence between the oversight component and the organisation. It should preferably be conducted by a neutral or independent person so as to eliminate negative perceptions of the intentions and ensure transparency of intentions.

Completion of the revised transformational agenda should be supported by change management processes and regular team building exercises. This should be permitted a three-year period to be fully implemented and allowed to mature.

6.7.4 Human resource issues

The success of any organisation depends on well-functioning human resources. This requires the recruitment of competent and skilled

personnel into the agency. This would require competency=based recruitment, but presently the appointment of the executive is influenced by political processes. This has led to the recruitment of politicians without requisite professional and skills. It is recommended that the recruitment of the executive especially the chief executive officer, chief financial officer and chief operating officer are conducted without any political influence. The necessary skills and competency should be the only determining factors. This will enable the agency to improve on its skills base and ultimately improve the technical skills required to fulfil its mandate.

6.7.5 Communication

Communication is a critical component of strategy implementation. This requires a clear message on critical development both internally and externally. At present the organisation is negatively perceived by both the public and its personnel. This impacts on potential partnerships for critical strategic projects that are aimed at addressing youth development issues. Internally, improved communication could assist in building confidence and boosting the morale of staff members.

It is therefore recommended that a clear and well-articulated communication strategy is formulated and adopted. The strategy should communicate the clarified mandate to both internal and external stakeholders, including the public. This will manage the expectations of what the agency ought to be doing and will ultimately reduce the perception deficit and possibly win over potential partners to support a variety of initiatives.

6.7.6 Monitoring and evaluation

Strategy formulation and implementation are critical components of organisational performance. These require a high level of attention and

clear articulation and development of business processes. Implementation thereof requires sufficient tools and support from all key stakeholders. However, the agency's inadequate monitoring and evaluation tools contribute to poor strategy implementation. The tools and systems referred to would have to focus beyond simplistic compliance mechanisms and place more emphasis on impact analysis. This would require the development of impact analysis mechanisms as well as clear feedback mechanisms. In the project context, especially where there are initiatives in which communities are involved, follow-up and analysis of the impact would be necessary. These systems would have to be endorsed by all key stakeholders and be properly institutionalised.

6.8 CONCLUSIONS

The research aimed at exploring and understanding the role of leadership in strategy implementation in the NYDA. It became very clear that the leadership challenges at different stages played a role in the lack of strategy implementation.

The inability to develop a coherent business strategy and ensure sufficient human capital to enhance performance was evident.

Legislative confusion and the inability of the leadership to find a common space to address the mandate challenges contributed to poor strategy implementation. Lack of business processes and systems in defining processes demonstrated the leadership's inability to implement strategy.

Furthermore, the lack of defined impact analysis methods of evaluation reflected on the lack of leadership in the organisation. Limited collective ownership led to staff being left without proper leadership and the agency was unable to progress.

While the appointment of a new Board has brought meaningful change to the agency, there is still much to be done in building leadership so as to ensure adequate strategy implementation.

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