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KWAZULU-NATAL**

**INYUVESI
YAKWAZULU-NATALI**

**Complex adaptive leadership approach in the South African local
government: A case of uMzimkhulu Local Municipality, South Africa**

By

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**School of Management, Information Technology, and Governance, College of Law
and Management Studies**

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DECLARATION

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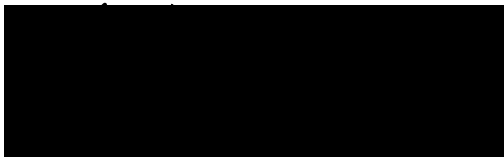
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- my mother, Nondumiso Beatha Ngqoyiya;
- my Aunt Nomabhongo Siziwe Myalato;
- a close family relative, Simphiwe Maritz Mbele

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Finally, to my God, who lifted me when I was down, I give all glory.

DEDICATION

This thesis is dedicated to my wife Bulelwa Ngqoyiya, and my four children, Mhleli Thandolwethu Ngqoyiya, Vuyisa Tshazi Ngqoyiya, Abongile Ayavuya Ngqoyiya, and Aphelele Anela Ngqoyiya.

LIST OF ABBREVIATIONS AND ACRONYMS

CAS:	Complex Adaptive Systems
EQ:	Emotional Intelligence
IDP:	Integrated Development Plan
IEC:	Independent Electoral Commission
IoT:	Internet of things
IQ:	Intelligence Quotient
KZN:	KwaZulu Natal
MEC:	Member of the Executive Council
SABC:	South African Broadcasting Commission
SA:	South Africa
SAPS:	South African Police Service
SARS:	South African revenue Services
SPSS:	Statistical Package for Social Sciences
UMLM:	UMzimkhulu Local Municipality
UKZN:	University of KwaZulu Natal

ABSTRACT

The South African local governments are faced with a growing trend of service delivery protests from a population that requires an array of high-quality services. To overcome the service delivery challenges faced by South African local government there is a need for strong adaptive leadership. The main objective of this study was to recommend an adaptive complex leadership style towards achieving optimal performance in a specific South African Local Municipality with a view to assisting local government to achieve optimal service delivery and reach set goals of the South African Constitution.

This study was conducted in the uMzimkhulu Local Municipality. A mixed-method approach was used. Data were collected through interviews and a survey questionnaire. Qualitative data were analyzed through the use of NVIVO software and quantitative data were analysed using Statistical Package for Social Sciences (SPSS) version 24.

A total of 112 respondents completed the questionnaires and 11 participants were interviewed. The findings of this study revealed that effective leadership strategies should be adaptive to complex internal and external environmental factors. Leadership effectiveness is affected by several internal environmental factors. These internal factors include personality clashes among employees, conflicting interests between management, tensions from agent interactions, management unwillingness to embrace innovation, lack of skills among employees, employee lack of passion and a lack of organisational cohesion. External factors affecting leadership included: technology, political influence, public pressure, economic factors and changes in the needs of residents. A model for complex adaptive leadership should include leadership that is enabling, administrative, and adaptive, and must have a combination of different leadership styles.

In conclusion the model confirms that leadership is a complex phenomenon as it demands the understanding and appreciation of various factors occurring simultaneously. Leadership decision making requires an understanding such complex internal and external factors. From the study, it is recommended that future studies should focus on understanding the cause of the internal and external complexities affecting leadership in local municipalities.

Keywords: leadership, local municipality, effectiveness, complex, service delivery

TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGEMENTS	iii
ABSTRACT	vi
TABLE OF CONTENTS	vii

CHAPTER 1

INTRODUCTION AND BACKGROUND	1
1.0 Introduction	1
1.1 Background of the study.....	1
1.2 Statement of the Problem	3
1.3 The aim of the Study	4
1.4 Research Questions.....	4
1.5 Research Objectives	5
1.6 Value of the Study	5
1.6.1 Value of the study to the discipline of public Administration.....	5
1.7 Definition/clarification of Concepts	6
1.7.1 Concept of Adaptability in Management.....	6
1.8 Limitations of the Study	7
1.9 Thesis layout.....	8

CHAPTER 2

THEORISING COMPLEX ADAPTIVE LEADERSHIP IN MANAGING LOCAL GOVERNMENT.....	10
2.0 Introduction	10
2.1. Theories	10
2.2.1 Great Man Theories and Local Government Leadership	11
2.2.2. Situational leadership	14
2.2.3 Relevance of traditional leadership theories to local government.....	15
2.3 Complexity Adaptive Leadership Theory	16
2.3.1 Conceptual foundations of the Complex Adaptive Leadership theory.....	18
2.3.2 Assumptions of the Complex Adaptive Leadership Theory	21

2.3.3 Dimensions of Complexity Leadership	22
2.3.4 Strengths and Application of the Complex Adaptive Leadership Approach	32
2.3.5 Weaknesses of the Complex Adaptive Leadership Theory	36
2.4 Literature on Theory of complex Adaptive theory	37
2.4.1 Complex Adaptive Theory to Local Government Administration in South Africa	37
2.4.2 Justification of the Complex Adaptive Theory to the Study	39
2.5 Internal Environmental Complexities Affecting Leadership.....	42
2.5.1 Controversies and controversial ideas	42
2.5.2 Resource competition	42
2.5.3 Interpersonal Conflicts	43
2.5.4 Worker diversity and preferences	44
2.6 External Environmental Complexities Affecting Leadership Effectiveness	45
2.6.1 Entanglement of several agents and multiple competing interests	45
2.6.2 Technological changes	46
2.6.3 Socio-demographic changes	47
2.6.4. The political environment complexities	47
2.6.5 Economic environmental complexities	48
2.7 Effective leadership strategy suitable for optimising organisational performance	49
2.8 Improving the effectiveness of the leadership in an organisation	52
2.9 Conclusion.....	53

CHAPTER 3

RESEARCH METHODOLOGY	55
3.1 Introduction	55
3.2 General overview of leadership	55
3.3 Leadership styles	56
3.3.1 Transformational leadership style	57
3.3.2. Transactional leadership style	59
3.3.3 Laissez-faire Leadership style	60
3.4 Factors of leadership.....	60
3.4.1 Leader	61
3.4.2 Followers	61
3.4.3 Communication	61

3.4.4 Situation.....	61
3.5 Historical development of local government South Africa	62
3.5.1 Pre-Apartheid Era (1913–1948):	62
3.5.2 Apartheid Era Settlement Policies (1948–1994)	63
3.5.3 Current Municipal Structures in South Africa.....	64
3.6 Leadership Challenges in South African Municipalities	65
3.6.1. Indicators of deficiencies in leadership ethics	67
3.6.2 Politicisation of administration of municipal affairs	69
3.6.3 Exclusive Electoral Arrangements	69
3.6.4 Lack of prohibitive measures	70
3.6.5 Ineffective Consequence management System	70
3.6.6 Negative perceptions of ethical leadership	71
3.7 Application of Complex Adaptive Theory to Local Government Leadership in South Africa ..	71
3.8 Legislative Framework for Public Administration in South Africa	73
3.9 Conclusion	86

CHAPTER 4

RESEARCH METHODOLOGY	87
4.1 Introduction	87
4.2 Research Paradigms: Pragmatism	87
4.2.1 Essential Elements of Pragmatism	89
4.3 Research Design	91
4.4 Research Approaches: Mixed Methods	92
4.4.1 Quantitative and Qualitative Approaches	93
4.4.2 Qualitative Research Approaches	93
4.5 Research Strategy	94
4.5.1 Research Site	95
4.6 Target Population	96
4.7 Sampling Strategies	96
4.7.1 Sample size	97
4.8 Recruitment Strategy	98
4.9 Data Collection Methods	99
4.9.1 Interviews	99

4.9.2 Survey Method	100
4.9.4 Documents Review	100
4.10 Quantitative Tests and Data Quality Control	101
4.10.1 Validity	101
4.10.2 Reliability	102
4.11. Qualitative Tests and Data Quality Control	102
4.11.1. Credibility.....	102
4.11.3. Dependability.....	103
4.11.4. Conformability.....	103
4.12 Pilot Testing.....	103
4.13 Measurements.....	104
4.14. Interview Guide	105
4.15. Survey Questionnaire Guide.....	106
4.16 Data Analysis.....	107
4.16.1 Qualitative Data Analysis	107
4.16.2 Quantitative Data Analysis	107
4.17. Ethical Consideration	108
4.17.1 Informed Consent	108
4.17.2 Explicit Authority	108
4.17.3 Privacy, Anonymity and Confidentiality.....	108
4.18 Limitations of the Study	109
4.19 Conclusion.....	110

CHAPTER 5

INTERNAL ENVIRONMENTAL COMPLEXITIES AFFECTING LEADERSHIP EFFECTIVENESS111

5.0 Introduction	111
5.1 Biographical Data of the Participant Population	111
5.1.1 Gender of respondents	112
5.1.2 General Age of Respondents	113
5.1.3 Level of Education.....	113
5.1.4 Departments.....	114
5.1.5 Marital status of respondents.....	114

5.2: Internal Environmental Complexities Affecting Leadership Effectiveness in the uMzimkhulu Local Municipality	115
5.2.1: Constant personality clashes of heterogeneous personalities of employees affecting leadership effectiveness	116
5.2.2 Conflicting interests between the management of different departments	121
5.2.3 Lack of a strategic coherent vision within the municipality.....	127
5.2.4 Municipality vision is clear and realistic and imposes a clear sense of direction	131
5.2.5: Agent interactions within the municipality are generating tensions	135
5.2.6 Willingness to embrace initiatives and ideas exists among municipal management	139
5.2.7: Employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work.....	142
5.2.8: Collaboration between qualified and experienced employees within the municipality collaborate with other employees.....	146
5.2.9: Internal organisational cohesion within the municipality as a challenge	151
5.2.10: Pursuit of self-interest dominating organisational interests	156
5.2.11: Cross jurisdictional teams competing for constrained resources	159
5.2.12: Changes in knowledge and skills required	162
5.2.13: Attitudinal resistance to new technologies and changes	165
5.2.14: Constantly changing employee expectations.....	169
5.3 Discussion of Findings	172
5.3.1 Constant personality clashes of heterogeneous personalities of employees.....	172
5.3.2 Existence of conflicting interests between the management of different departments	173
5.3.3 Lack of a Strategic Coherent Vision within the Municipality.....	174
5.3.4 Municipality vision must be clear and realistic in showing a clear sense of direction.....	175
5.3.5 Agent interactions within the municipality generate tensions.....	175
5.3.6 Willingness to embrace initiatives and ideas exists among municipal management is required	176
5.3.7 Most employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work.....	177
5.3.8 Collaboration between qualified and experienced employees and the less experienced ones within the municipality is a necessity.	178
5.3.9 Internal Organisational cohesion within the municipality as a challenge	179
5.3.10 Pursuit of self-interest over organisational interests must be addressed.	180
5.3.11 Cross jurisdictional Teams Competing for Constrained Resources	180
5.3.12 Changes in knowledge and skills required	181

5.3.13 Attitudinal resistance to new technologies and changes	182
5.3.14 Constantly changing employee expectations.....	182
5.4 Conclusion	183

CHAPTER 6

EXTERNAL ENVIRONMENTAL COMPLEXITIES AFFECTING LEADERSHIP EFFECTIVENESS IN THE UMZIMKHULU MUNICIPALITY.....184

6.1 Introduction	184
6.2 External Environmental Complexities Affecting Leadership Effectiveness in the uMzimkhulu Municipality.....	184
6.2.1 Fast-paced technological changes are affecting leadership Effectiveness	184
6.3.2: Constant changes in residents' tastes and preference.....	188
6.3.3: Continuous changes in service delivery innovations.....	193
6.3.4: Changes in the economic cycles of the country as they affect leadership effectiveness.....	197
6.3.5: Changes in the political composition of the council	202
6.3.6: Community pressure.....	207
6.4 Discussion of findings on the external environmental factors affecting leadership effectiveness at UMLM.	211
6.4.1 Fast-paced Technological Changes Affect Leadership Effectiveness.....	211
6.4.2: Constant changes in residents' tastes and preference.....	212
6.4.3: Continuous changes in service delivery innovations.....	213
6.4.4 Changes in the economic cycles of the country affect leadership effectiveness	214
6.4.5: Changes in the political composition of the council	214
6.4.6: Community pressure.....	215
6.5 Conclusion	216

CHAPTER 7

EFFECTIVE LEADERSHIP STYLES.....217

7.1 Introduction.....	218
7.2 Leadership styles.....	218
7.2.1 Enabling leadership style.....	217
7.2.2: Administrative leadership style	220
7.2.3: Adaptive leadership style	224
7.2.4: Complex Adaptive Leadership Style.....	227

7.3 Discussion of findings	235
7.3.1 Enabling leadership style.....	235
7.3.2 Administrative Leadership Style	235
7.3.3: Adaptive leadership style	235
7.3.4: Complex Adaptive Leadership Style.....	236
7.3.5 Combinations of different leadership styles	236
7.4 The study's leadership adaptability model	237
7.4.1The model's proposed components	238
7.4.2 The proposed model	240
7.5 Conclusion.....	243

CHAPTER 8

SUMMARY, RECOMMENDATIONS AND CONCLUSION	245
8.1 Introduction	245
8.2 Restatement of the research objectives and research questions	246
8.3 Summary of chapters	246
8.4 The main research findings and conclusions	250
8.4.1: Internal environmental complexities	251
8.4.2: External environmental complexities	252
8.4.3 Effective leadership style.....	254
8.5 Conclusions, implications, and recommendations	254
8.5.1. Internal environmental complexity.....	254
8.5.2. External environmental complexity.....	256
8.5.3. Effective leadership style for optimum performance of a municipality	257
8.6. Recommendations for policy and practice	259
8.6.1 Recommendations for policy and practice for dealing with internal environmental complexities	259
8.6.2 Recommendations for policy and practice for dealing with external environmental complexities	261
REFERENCES AND BIBLIOGRAPHY	263

LIST OF FIGURES

Figure 2.1: Organisational design	20
Figure 4.1: Location of uMzinkhulu local Municipality	96
Figure 5.1: Marital status of the respondents.....	115
Figure 5.2: Personality clashes of heterogeneous personalities.....	117
Figure 2.3: Conflicting interests between the management of different departments.....	121
Figure 5.4: Lack of a strategic coherent vision within the municipality.....	127
Figure 5.5: Municipality vision is clear and realistic and imposes a clear sense of direction.....	131
Figure 5.6: Agent interactions within the municipality are generating tensions.....	135
Figure 5.7: Willingness to embrace initiatives and ideas exists among municipal Management	139
Figure 5.8 Employees inherent capabilities and expertise in various fields.....	143
Figure 5.9: Collaboration between qualified and experienced employees within the municipality collaborate with other employees.....	147
Figure 5.10: Internal organisational cohesion within the municipality as a challenge.....	152
Figure 5.11: Pursuit of self-interest dominating organisational interests.....	156
Figure 5.12: Cross-jurisdictional teams competing for constrained resources.....	160
Figure 5.13: Changes in knowledge and skills required.....	163
Figure 5.14: Attitudinal resistance to new technologies and changes.....	165
Figure 5.15: Constantly changing employee expectations.....	169
Figure 6.1: Fast-paced technological changes.....	185
Figure 6.2: Constant changes in residents' tastes and preference.....	188
Figure 6.3: Continuous changes in service delivery innovations.....	193
Figure 6.4: Changes in the economic cycles of the country.....	197
Figure 6.5: Changes in the political composition of the council.....	202
Figure 6.6: Community pressure.....	207
Figure 7.1: Enabling leadership style.....	218
Figure 7.2: Administrative leadership.....	221
Figure 7.3: Adaptive leadership style.....	224

Figure 7.4: Complex Adaptive Leadership Style.....227

Figure 7.5: Combinations of different styles.....230

Figure 7.6: Model for Adaptive Complex Leadership.....241

LIST OF TABLES

Table 4.1: Sample Size of the study.....	98
Table 4.2: Questionnaire Variables.....	106
Table 4.3: Description of codes for the study.....	109
Table 5.1: Biographical Data on the Questionnaire Population.....	112
Table 5.3: Municipality* Personality clashes of heterogeneous personalities of employees.....	117
Table 5.3: Conflicting interests between management of different departments.....	122
Table 5.4: Lack of a strategic coherent vision within the municipality.....	127
Table 5.5: The lack of a unifying vision to internal environmental complexities.....	129
Table 5.6: Municipality's vision and sense of direction.....	131
Table 5.7: Agent interactions within the municipality are generating tensions.....	135
Table 5.8: Summary of participants views on internal environmental complexities.....	137
Table 5.9: willingness to embrace initiatives and ideas that exists among municipal management.....	139
Table 5.10: Employees inherent capabilities and expertise in various fields.....	143
Table 5.10: Collaboration between qualified and experienced employees within the municipality collaborate with other employees.....	147
Table 5.11: Summary of views on internal environmental complexities.....	150
Table 5.12: Internal organisational cohesion within the municipality.....	152
Table 5.13: Summary of participants views on internal environmental complexities.....	154
Table 5.14: Pursuit of self-interest dominating organisational interests.....	156
Table 5.16: Cross jurisdictional teams competing for constrained resources.....	160
Table 5.15: Changes in knowledge and skills required.....	163
Table 5.16: Attitudinal resistance to new technologies and changes.....	166
Table 5.17: Constantly changing employee expectations.....	170
Table 5.20: Summary of participants views on internal environmental complexities.....	172
Table 6.1: Fast-paced technological changes are affecting leadership effectiveness.....	185
Table 6.2: Constant changes in residents' tastes and preference.....	189
Table 6.3: Summary of respondent views on constant changes in residents' tastes and preference	192

Table 6.4: Continuous changes in service delivery innovations	194
Table 6.5: Changes in the economic cycles of the country.....	198
Table 6.6: Summary of respondent views on changes in the economic cycles of the country affecting leadership effectiveness.....	201
Table 6.7: Changes in the political composition of the council.....	203
Table 6.8: Summary of respondent views on changes in the political composition of the council is affecting leadership effectiveness.....	206
Table 6.9: Community pressure.....	208
Table 6.10: Summary of respondent views on whether community pressure affects leadership effectiveness.....	210
Table 7.1: Effectiveness of Enabling Leadership.....	218
Table 7.2: Administrative leadership.....	222
Table 7.3: Adaptive leadership style.....	225
Table 7.4: Complex Adaptive Leadership Style.....	228
Table 7.5: Combinations of different styles.....	231

CHAPTER 1

INTRODUCTION AND BACKGROUND

1.0 Introduction

This study is contextualised to the uMzimkhulu Local Municipality. The uMzimkhulu Municipal Manager's report (2016) emphasises the need for strong adaptive leadership to overcome a myriad of problems. Equally, the South African Local Government Association, KwaZulu-Natal Provincial Chairman's Annual Speech (2017) emphasises the need for leadership to adapt their strategies and align with the ever-changing political, economic, and social complexities evolving in modern times. This statement echoed similar sentiments by Vil-Nkomo (2014) who posits that innovations in the leadership styles of those in management positions are more urgent than ever before in addressing the tremendous development challenges currently facing South African municipalities. Kanyane (2014) believes that the achievement of success by South African municipalities is only possible if specific leadership strategies are custom-made to respond to the internal and external environmental challenges facing a particular municipality at a given time. Owing to the challenges facing public sector leaders in this present day and age, a need has arisen for the development and implementation of a new leadership model that is adaptive enough to respond to the current complexities characterising both the internal and external environments (Mackay, 2016). Kanyane (2014) further asserted that the prevailing complex internal and external environments have made current technical and functional skills obsolete. Rather, these skills do not require leaders to be strategic only, but also to be adaptive enough to lead beyond the spectrum of their organisations and more particularly, to have a clear vision. These views are in sync with those expressed by Uhl-Bien and Marion (2017) in their assertion that leaders should be innovative and should command good communication skills. In short, these leadership qualities are a panacea for the much-cherished vision of transforming local municipalities into developmental organisations.

1.1 Background of the study

This study is conducted against the background of a myriad of internal and external environmental challenges facing uMzimkhulu Municipality. The challenges cannot entirely be ascribed to the prevailing socio-political and economic environment currently prevailing in the country but have

been compounded by failing leadership. Reddy (2016b) expressed the view that uncertainties, contestations, tensions, hostilities and the dynamics of the operating environments have had the effect of increasing the perceived complexity in managing municipal organisations. Reddy (2016b) asserts that South African municipalities face turbulent and rapidly changing external environments that are translated into complex, multifaceted and interlinked challenges that hinder the effectiveness of leaders' service delivery. This turbulence affects work, organisational designs and resource allocation. Reddy (2016b) further affirmed that the external environment is complex and negatively affects the internal functioning of public sector institutions. Changes in factors such as labour markets, socio-demographic tastes and preferences, the regulatory and political environment, and technology that impinge on the internal activities of the public sector institutions require leaders to be adaptive and flexible to face these challenges without being confined to the one-size-fits-all leadership style.

The environments under which most public sector organisations operate are made up of multiple agents and stakeholders who also have competing interests that inevitably exert enormous pressure upon the leaders in charge of those institutions (Ashcroft et al., 2016). This interplay of forces emanating from the pursuit of stakeholder interests creates a certain kind of relationship that is often dictated by individual persons in leadership positions (Ashcroft et al., 2016). This state of affairs often leads to some form of disharmony, friction and tensions between those in leadership positions and the various stakeholders and agents who form the organisational operational environment. Drori and Honig (2013) point out that the interactions between the leadership and the stakeholders lead to an environment being co-created by the interactions that exist between these two forces. Stavros and Cole (2014) observe that the interaction between the leadership and the stakeholders occurs in an environment with so many changes occurring at a much more frequent pace. Not only are changes facing public sector institutions like local municipalities occurring fast enough but they are also characterised by some degree of complexity and turbulence that has a disorienting effect on the generic managerial strategies of leading organisations. The complexity comes about when another change in the environment comes so quickly before the leadership has finished adjusting to the prior change ringing into the fore some form of complexity as to which direction to take.

Complexity in the organisational operating environment has two main dimensions namely heterogeneity of changing sub-factors and turbulence (Tung, 1979). This effectively means that complexity in the organisational operating environment is characterised by a diversity of factors and forces emanating from suppliers, political players, community members, public sector employees,

socio-economic forces, and technological forces all requiring the leadership attention and magnanimity at the same time. Cortellazzo et al. (2019) added that these forces cause turbulence in two main ways. Firstly, the forces exert enormous pressure on the leadership because of the rapid nature of the changes within the forces and secondly, solutions to the demands exerted by the forces cannot all be found at one time. Heifetz and Laurie (1997) point out that the increase in complexity makes it difficult for leaders to understand the environment and worse still to plan their work and to make predictions. Thus, this research seeks to examine the internal and external environmental complexities affecting leadership effectiveness under uMzimkhulu municipality and to determine the applicability of the complex adaptive leadership style and its contribution to the improved performance of the municipality. Data for the study was collected using mixed methods research methodology and explanatory descriptive research design. Also, the study adopts both probability and non-probability sampling to select respondents to participate in the survey.

1.2 Statement of the Problem

Leadership should flexibly respond to problems as they come. Each problem that emerges has unique characteristics that require leaders to be flexible in dealing with the demands presented by the problem. For example, the growing trend of service delivery protests between 2008 -2016 coupled with the emergence of a militant and restless population requiring a wide array of high-quality services is unprecedented in South African history. Flexibility in local government municipal institutions requires the leadership to be adaptive to the changes in the broader environment to provide quality services to the people under their jurisdiction.

Unfortunately, leadership in South African municipalities is characterised by rigid and strict adherence to a programmed, procedural and mechanistic system of addressing challenges. This approach is failing to respond appropriately to the current challenges prevailing in both the internal and external environment leading to poor service delivery. Rigidity and failure to be adaptive have led to a colossal failure on the part of those in leadership positions to come up with proper strategies. Leadership in the South African local authorities is constantly being found to be ineffective in terms of delivering services to their constituencies and in terms of desired quality and quantity (Reddy, 2016b).

Recently, researchers have shown an increased interest in the need for a new genre of leadership that is effective in a complex bureaucratic environment with multiple stakeholders (Plowman & Duchon,

2018, Lichtenstein et al., 2015). For instance, Edmonstone (2016) explored the leadership styles in the public sector and his findings revealed that much of leadership thinking has failed to recognise that leadership is not merely the influential act of an individual or individuals but rather is embedded in a complex interplay of numerous interacting forces.

Similarly, Boylan and Turner (2018) examined the complexity of organisations and established that a more effective view of organisations is as complex organic living systems and uncertain environments which dictate that leadership needs to adapt, foster creative thinking, and create an enabling environment to cope with the ever emerging complexities. However, much of the research on adaptive complex leadership up to now has been descriptive and fails to advance beyond conceptual discussions. Despite this, the complex leadership theoretical framework comprising a combination of adaptation to change, administrative and enabling leadership has not been closely examined particularly in a public sector bureaucratic organisation such as a South African municipality. Consequently, little is known about how agents in a bureaucratic system are supposed to operate and it is not clear about the methods or constructs a leader uses in an environment characterised by a complex interplay of numerous interacting forces to influence individual or institutional performance in a bureaucratic municipality operating in a dynamically changing context.

1.3 The aim of the Study

Drawing on Uhl-Bien et al. (2007) and their complex adaptive theory, and the case study of uMzimkhulu Municipality, this study seeks to describe an adaptive complex leadership model towards achieving optimal performance in the uMzimkhulu Local Municipality.

1.4 Research Questions

- What are the internal environmental complexities affecting leadership effectiveness in the uMzimkhulu Municipality?
- What are the external environmental complexities affecting leadership effectiveness in the uMzimkhulu Municipality?
- What new complex adaptive leadership model for improving the effectiveness of the leadership in the uMzimkhulu Municipality?
- What are the recommendations for improving the effectiveness of the leadership in the uMzimkhulu Municipality to manage complex environments?

1.5 Research Objectives

The study has the following objectives:

- To examine the internal environmental complexities affecting leadership effectiveness in the uMzimkhulu Municipality;
- To examine the external environmental complexities affecting leadership effectiveness in the uMzimkhulu Municipality;
- To propose a new complex adaptive leadership model for improving the effectiveness of the leadership in the uMzimkhulu Municipality
- To make recommendations for improving the effectiveness of the leadership in the uMzimkhulu Municipality in managing complex environments

1.6 Value of the Study

The aim of this study is thus to develop a leadership construct that could assist local government to achieve optimal service delivery and reach set goals aligned with the South African Constitution. This study has both a social and economic significance. This study seeks to investigate the influence of internal and external environmental variables on the effectiveness of leaders. The results of the study would help to improve the understanding of how the complex environment affects leadership effectiveness so that new leadership innovations and approaches will be developed to effectively mitigate the challenges posed by the ever-changing internal and external environment which will ultimately benefit uMzimkhulu as a municipality and especially citizens through the resultant improvements in service delivery. Further, it is envisaged that the adoption of a complex leadership approach can help to develop superior management and strategic approaches for the environment in which a firm operates and to better understand the behaviour and dynamics of stakeholders in a municipality.

1.6.1 Value of the study to the discipline of Public Administration

The study is also significant to the discipline of public administration through its contribution to developing a model for complex adaptive leadership. The study provides knowledge to the discipline through the description of the complex issues that public administration leaders

encounter from the internal and external environment. The knowledge contributed from this study adds value to teaching and learning in public administration culminating in the development of new practices in public administration. Moreover, through knowledge contribution, the study also fosters continued research in public administration as the model for complex adaptive leadership is validated through further studies.

1.7 Definition/clarification of Concepts

The clarification of concepts is a significant component of any scientific study, as it brings context to the meaning and definition of the main concepts underpinning the study.

1.7.1 Concept of Adaptability in Management

According to Dunn (2020), adaptability is a concept used to define adjustments that leaders in organisations adjust existing policies, processes, and strategies and even the structure of an organisation to achieve compatibility with the demands of the present environment. Dunn (2020) posits that adaptation to prevailing changes in the environment can either be planned in expectation of what might unfold in the near future or can be in spontaneous form. Van Dam (2018) points out that adaptation in leadership parlance means introducing and implementing new strategies that effectively respond to a changed operating environment. The definition of adaptation by Yukl et al. (2010) is more clearer and straightforward because it explicitly makes it clearer that adaptive leadership manifests itself when an individual leader changes his/her behaviours in a manner that appropriately responds to and effectively addresses a changed environment. Lee (2017) cautions that adaptability is only possible when the leadership in charge of organisations is creative and engages in critical thinking. Lee (2017) posits that adaptive leadership requires leaders who are capable of continuously assessing the environment around them but are also amenable to ambiguity and risk such that they are capable of adjusting to any rapid changes in the environment. Cianci et al. (2010) posit that adaptable leaders can respond to changing threats and situations with appropriate, flexible, and timely actions.

Mitroff and Linstone (1995) observe that present-day environments do not have easily discernible cause-and-effect relationships such that age-old traditional generic responses are becoming increasingly ineffective in solving problems, hence the need for new and innovative ways of thinking and responding to environments (Mitroff & Linstone, 1995). Present-day environments require

greater flexibility and adaptability on the part of leaders. Van Dam (2018) points out that the evident complex and uncertain environments facing organisations present challenges that require leaders to have the necessary capacities to adapt and move their organisations to a sustainable state. Leaders are often confronted by two main forms of complexities. The first type of complexity is the one emanating from the environment and the second type is the one embedded in the organisations they lead (Ilgen, 1999).

Greenwood et al. (2011) note that studies focused on the complexities facing organisations are yet to be well established. Traditionally, theories about leadership believed that institutions whether private or public operated in a mechanistic way with already pre-determined paths and mechanistic generic processes. Wedemeyer (2010) posits that the view that contrary to the mechanistic view, organisations are in fact akin to complex living organisms that undergo several changes and are capable of adapting and growing which machines cannot. Boylan and Turner (2017) acknowledge that a small number of people can make a great difference in a complex system beyond the scope of their capacities. Reiman et al. (2015) further posit that the acceptance that organisations are complex systems requires leaders with inherent capabilities of being able to adapt and take positive action that can help sustain an organisation. This requires leaders who have conditions that help to foster and develop leader and individual adaptability accompanied by processes that make it easy for organisational members to be flexible enough and to adapt easily to environmental changes. However, Denton et al. (2003) caution that developing highly adaptive organisations is not an easy task but a challenging one requiring those in leadership positions to be creative and to go through processes capable of making an organisation sustainable under a changing environment.

1.8 Limitations of the Study

The word 'limitations', in the context of research, denotes circumstances and events which are beyond the researcher's control that may result in the study not achieving its ultimate aims and objectives. Accessibility to respondents will be limited by the COVID-19 restrictions which prohibit physical contact and require the practice of social distancing. Thus, the resort to the use of virtual platforms to access respondents and engage in data collection will inadvertently be affected by network connectivity issues, access to virtual platform infrastructure and or resources as well as the cost of conducting virtual interviewing. Attempts will be made to ensure that the researcher will bear the cost of conducting interviews on virtual platforms where necessary as a way to motivate respondents to

participate in the virtual interviews. The electricity blackouts currently affecting the country as a result of the rolling out of Load shedding by Eskom and coinciding with the period of data collection will also limit the ability of the researcher to conduct virtual interviews timeously. Attempts were made to conduct virtual interviewing before and after the stipulated load-shedding times in respondent areas where applicable.

1.9 Thesis layout

This study is comprised of eight chapters. Chapter 1 introduces the background to the study and contains discussions on the problem statement, research aim, objectives and questions about the study. Chapter 2 covers the conceptual framework for managing local government in a complex environment. Internal and external environmental challenges affecting leadership effectiveness are discussed. The pitfalls of the great man theories that were traditionally used to define and exercise leadership are discussed and the build-up to the emergence of the complex adaptive theory to the management of local leadership is discussed. The assumptions, main ideas and principles of the complex adaptive theory. The relevance of the complex adaptive theory is also discussed in this chapter. The main focus of Chapter 3 is leadership in general, leadership in South African municipalities and on effectiveness of leadership in South African municipalities. Chapter 4 is an embodiment of discussions about the research methodology applied to guide the research procedures. Chapter 4 therefore discusses the research methodology, which begins with the choices of paradigms that were adopted to guide the implementation of the research. The focus was also on the relevant paradigms that are relevant to the fulfilment of the research objectives. This was followed by a description and discussion of the rationale for the choices of adopted research design, target population, sampling methods chosen, and modes of data collection. Chapter 5 embodies the presentation of research results focusing on internal environmental complexities affecting leadership effectiveness. While Chapter 6 discusses and analyses the results focusing on the external environmental complexities affecting leadership effectiveness in the Umzimkhulu Municipality, Chapter 7, in line with the objectives of this study, focuses on effective leadership styles. Lastly, Chapter 8 presents conclusions and recommendations.

1.10 Conclusion

In this chapter the focus was on presenting the background to the study, the problem statement. The research aims and objectives were also presented in this chapter. The research questions were also

outlined, and the value of the study was also articulated. Research gaps motivating this study were discussed in the problem. The value of the study to different stakeholders was explained. In this chapter, a description of the limitation was undertaken. The outline of the chapters in the thesis was also presented. In the next chapter, the focus will be on theorising complex adaptive leadership in a local government environment.

CHAPTER 2

THEORISING COMPLEX ADAPTIVE LEADERSHIP IN MANAGING LOCAL GOVERNMENT

2.0 Introduction

Several attempts have been made to highlight the undesirability of the perpetuation of the system of managerialism characterised by rigid and strict adherence to a programmed, procedural, and mechanistic system of addressing challenges in the unfolding uncertain and volatile operating environments. This chapter presents some theories surrounding the rigidity and failure to be adaptive to the demands of changing environments and the colossal failure on the part of those in leadership positions to deliver under a complex environment. The discussion focuses on the applicability of a complex adaptive leadership approach in a South African municipality. The crucial aim of this chapter is to unpack the existing beliefs and their interconnections regarding what worked before to support the concept of the complex adaptive leadership approach to equip the leaders in improving service delivery in their municipalities. The chapter begins by discussing the leadership theories, and their pitfalls and then moves on to the main ideas such as the swam theory and the complex adaptive theory. Further, the complex adaptive theory is analysed to present the arguments for its strengths and weaknesses. Lastly, the chapter examines the usefulness of the complex adaptive theory to organisational science and municipalities with uMzimkhulu in particular.

2.1. Theories

Theories are a system of ideas aimed at explaining a phenomenon, they are based on the external and internal principles independent of the phenomenon under investigation. This study is underpinned by the complex adaptive theory and supported by swarm theory. This section discusses the great man theories. The first step in understanding the environmental complexities affecting leadership effectiveness is to provide an overview of the main traditional leadership theories that dominate leadership literature. Studies in the past centuries have established the great man theory, the trait theory, the situational theory, the contingency theory and the transformational theory. The understanding of these theories provides a background understanding of underlying information on weaknesses of the previous leadership types and the subsequent evolution of the present complex adaptive theory.

2. 2.1 Great Man Theories and Local Government Leadership

Great man theories emanated from the 19th century through a historian named Thomas Carlyle. Several theories such as the trait theory of leadership, contingent theories and situational leadership styles put more emphasis on the unique characteristics of a leader that sets him or her apart from other people. Though there are several types of great man theories, this section focuses on the following types of great man theories:

- *Trait theories*
- *Situational theories*

Firstly, this section discusses the trait theory and lastly the situational theories.

2. 2.1.1. The Trait theory

The earliest theories of leadership were termed the Great Man Theories, which dominated the understanding of leadership in the late 1840s. The Great Man Theory was initiated and developed in the 19th century by Thomas Carlyle. This theory portrayed leaders as heroic, mythic and destined to become leaders. The Great Man concept evolved into trait-based theories of leadership, which defined leadership by a leader's characteristics, most of which were considered innate. The trait theory was later endorsed by some philosophers, such as Sidney Hook (1955), Segal (2000), Bishop (2004), and recently Tolstoy (2010), albeit with some reservations. The trait theory is premised on the assumption that only half of the world's human beings have leadership qualities (Northouse, 2016). These scholars posit that one was either lucky enough to be born with them, or one was not. Similar in many aspects to the great man theories, the trait theory assumes that leaders are people with certain natural and inherent qualities or traits that make them natural and preferred suitors for leadership positions. Trait theories identify personality and or behavioural characteristics that most leaders have and assume that those people are born leaders. The trait theory assumes that the ability of a person to lead is inherent and further asserts that great leaders are born, not made (Wolinski, 2010). The main idea behind the trait theory was that organisations are driven and led by a man with certain unique qualities/traits which among them include persuasiveness, charm, demanding personality, increased amount of perception, courage, intellect, and aggressiveness (Carlyle, 1880). According to the great man theory, the qualities of great man are unique and cannot be replicated through teaching or skills transfer, save for the fact that a great man has unique natural abilities. The unique qualities and natural abilities of great men stand out in organisations, gain influence lead fellow untalented subordinates, and make history. Instead, they propounded the fact that leadership qualities are passed through the

genes, hence if one did not have these genes that person, the great man theory posited that the person would not succeed in being an effective leader. According to Carlyle, effective leaders are those gifted with divine inspiration and the right characteristics (Bell, 2013).

2. 2.1. 2. Strengths of the Trait Theory

Though great man theories were developed in the 1880s they still command some influence among certain people and scholars. For example, Bishop (2004:94) posits that the mythology around some of the world's most famous leaders, such as Abraham Lincoln, Julius Caesar, Kamal Ataturk, Mahatma Gandhi, General de Gaulle, Mao Tse Tung and Alexander the Great, helped contribute to the notion that great leaders are born and not made. Furthermore, behavioural sciences do indeed ascribe to the notion that there are some people with desirable talents which they display from an early age and which help to make them effective in leadership positions (Yukl, 2012).

The trait theory has commanded great influence over the years up to the present. The trait theory enjoyed a lot of research and gained widespread acceptance as a result it is still instructive in terms of leading to our understanding of leader effectiveness in complex environments. The various scholars who devoted their time to studying the trait theory generally agreed on the basics of the theory. For instance, Brown and Treviño (2009) conducted a study involving 1400 respondents and came up with the conclusion that personality traits indeed distinguished between leaders and non-leaders. Kirkpatrick and Locke (1996) also conducted a study on the traits and their study concluded that leaders had unique traits and abilities that were different from non-leaders. They identified six traits as differentiating between leaders and other people. These are drive, motivation, integrity, confidence, cognitive ability and task knowledge (Northouse, 2016). In another study, Zaccaro et al.(2004) established that the traits that were essential for leadership effectiveness were a combination of good levels of both IQ (Intelligence quotient) and EQ (Emotional Intelligence) (Elrod & Spector, 2016). Recently, Sosik et al. (2006) found that highly charismatic leaders showed high levels of self-monitoring, self-actualisation, the motive to attain social power and self-enhancement (Elrod & Spector, 2016).

2. 2.1. 3 Criticisms of the trait theories

Regrettably, both the great man theory and the trait theories failed to provide convincing explanations for why people who possess those qualities are not leaders. Inconsistencies in the relationship between leadership traits and leadership effectiveness eventually led scholars to shift paradigms in search of new explanations for effective leadership. Another criticism of the trait theory was that none of the

traits, nor any specific combination of them, guaranteed success to any leader (Northouse, 2016). With respect to the trait theory of leadership, critics point to the fact that the list of possible traits contains more than one hundred traits thereby becoming too long and too generalised. Subsequently, this led to disagreement over which traits are the most important for an effective leader. Another shortcoming of the trait theory is that solely focusing on traits is misleading because even if certain inborn qualities make one a good leader, these natural talents need encouragement and development (Antonakis & Day, 2017). In the middle of the last century, the study of leadership shifted from the study of traits to the study of behaviours: not *who* the leader is but what the leader *does*. This allowed for an understanding that leadership could be developed in others (Antonakis & Day, 2017). Notable theories that emerged in the middle of the last century included contingency theories, and transformational theories developed by James MacGregor Burns, in the late 1970s.

Another notable weakness of the great man theory arises from the notion that all effective leaders had born qualities yet in practice it has been proved that the effectiveness of a leader is shaped by the environment in which a leader is operating (Elrod & Spector, 2016). The traits possessed by a leader must be relevant to the situation in which he is functioning.

Recent research has proved that leadership is a complex phenomenon that goes beyond inborn qualities (Elrod & Spector, 2016). Instead, research has proved that there are many interacting factors influencing leader effectiveness besides natural inherent qualities (Buran & Çınar, 2016). Another key weakness of the great man theory is that it is unscientific and unproven and thrives on the mere perception that leaders have inherent qualities (Glanz, 2010).

2. 2.1.3 Relevance of the Trait Theory to the study

In the problem statement, it was mentioned that some local government leaders were ineffective because they failed to understand traits and attributes that make them confront complex environments. This study draws on the work of Tolstoy's (2010) trait theory to argue that knowledge of leadership traits can also assist our understanding of leadership dynamics in a complex environment which is the cornerstone of this study and the recognition in the theory that drives, motivation, integrity, confidence, cognitive ability and task knowledge, emotional intelligence, cognitive intelligence and emotional intelligence do contribute to leader effectiveness in a volatile, uncertain, complex and ever-changing environment. The trait theory's emphasis on cognitive ability, integrity and task knowledge is especially important in this study analysis as it allows us to think through the attributes of leadership that make them effective in complex environments. To this end, the traits' conceptualisation of

leadership effectiveness is generative for grasping how leaders can be effective in complex situations. It is here also that the trait theory's attention to emotional intelligence is another aspect of the theory that is of value for informing the need for exercising enabling leadership in a complex environment which is also the focus of the study.

2. 2.2. Situational leadership

This was developed by Hersey Blanchard who argues that no single leadership style is appropriate in all situations. The situational theory asserts that the success of a leader depends upon several variables, including leadership style, qualities of followers and situational features (Charry, 2012). The situational theory proposes that leaders choose the best course of action based on situational conditions or circumstances (Arena et al., 2017:22). According to the situational leadership theory, leaders can engage in directing and controlling if they feel the type of employees they are dealing with are immature, incompetent and or lazy, whilst they engage in delegating and empowering followers if they feel that the type of followers they have are highly mature, experienced, motivated, competent and hardworking (Adams & Stewart 2015).

The situational leadership theory is more realistic because it desists from the tendency to use a one-size-fits-all approach to leading subordinates. By emphasising the flexibility of a leader in dealing with different types of subordinates with different characteristics, this leadership style ensures maximum performance from all manner of employees (Blackie & Lamb, 2013). The immature, lazy and inexperienced are made to perform by being thoroughly supervised, directed and controlled to ensure maximum performance while the mature, motivated and highly competent employees are influenced, inspired and empowered to perform their duties with minimum supervision but are motivated to perform to their best (Blackie & Lamb, 2013).

On the downside, the situational theory is criticised for being overly simplistic and for not providing enough guidance on how leaders can use this model in group settings. "This type of flexible approach to management can create too much emphasis on immediate needs, and thus shift attention away from more long-term goals and objectives (Adams & Stewart 2015). Some critics of situational leadership point to the difficulty in defining and quantifying maturity. In the Hersey-Blanchard situational leadership model, maturity refers both to emotional maturity and job maturity which can sometimes result in a conflation between the two. In other words, a manager may assume an emotionally mature

worker is likewise adept at taking responsibility for specific job duties, which may not be the case” (Adams & Stewart 2015).

2. 2.3 Relevance of traditional leadership theories to local government

One major characteristic of traditional leadership theories which includes the great man theory, the trait theory, the situational theory, the contingency theory and the transformational theory is that organisations can be successful if led by a single person with certain characteristics, traits, attributes or abilities. None of the theories help to convincingly explain how each of the traditional leadership characteristics can be effective in complex organisations. The complexity in an organisation is characterised by having too many agents interacting either independently or interdependently and having competing interests and priorities within the organisation in addition to being faced with environmental uncertainties, changes and turbulence that requires both administrative, adaptive, and enabling leadership. This contrasts with the past traditional views of leadership which tended to give prominence to hierarchies. These views are now being challenged in the modern era given the high-paced nature of changes in the operating environment being experienced by organisations. Though changes have been occurring throughout the history of organisations, recent events have shown that the rate of change, transformation and environmental uncertainties have dramatically increased than was the case decades ago. Arena and Uhl-Bien (2016) suggest that traditional views of leadership are redundant and have been overtaken by recent advancements in technology, changes in lifestyle and the overall changes in the socio-economic, legal, and political environments which demand new leadership perspectives. Today's leaders must not only superintend over the daily routines of operating business but must actively adapt to the changing conditions in the internal and external environments evolving under their watch. Based on the complex leadership theory propositioned by Uhl-Bien et al. (2007) leadership must undergo a transition from traditional hierarchical controls towards adaptive styles that respond adequately to the complex realities facing organisations.

To summarise the traditional theories of leadership, despite the stated weaknesses of the situational and contingency theories, the most prominent contemporary leadership theories such as the complex adaptive theory build on this understanding, and begin to integrate the perspective of followers and the contextual circumstances in which leaders and followers interact. However, before the discussion of the complex adaptive theory, it is worth noting that companies need to use design to progress from one level to the next as proposed by the Swam theory. The next section discusses the complexity adaptive theory in a local government context.

2.3 Complexity Adaptive Leadership Theory

As stated above the theory underpinning this study is the complexity adaptive leadership theory. Recently, researchers have examined the effects of complex adaptive leadership on organisational performance. Complexity theory is the study of the behavior of large collections of simple interacting units that have the potential to evolve (Coveney, 2013). In essence, complex systems are characterised by three main features. Firstly, they have many interacting units. Secondly, they are dynamic, implying that their behaviours change all the time. Thirdly, complex systems are adaptive. Interacting agents within an organisation often change because relationships that exist are subject to several interacting influences. Structures and dynamic behaviours that emerge in a complex environment are barely recognizable as a predictable linear combination of the forces that initiated prior processes. It has been observed that complex theories are difficult to separate into distinct parts because of the fact that they are being changed dynamically by the nature of interactions that will be occurring (Thompson et al., 2016). Interactive behaviours and their manifestations feedback on one another in a convoluted fashion whereby effects become causes of the next chain of events (Thompson et al., 2016). More so, each effect in a complex environment comes from multiple chains of causation to such an extent that if one of the causes of the effect ceases, the other causes will lead to the sustenance of the same effect (Thompson et al., 2016). This assertion leads to the conclusion that complex systems are robust and recurrent. In addition, complex systems are characterised by controversies and controversial ideas within the organisation, interpersonal conflicts, resource competitions, overlapping roles, conflicting interests, changing worker preferences, and different leadership styles within the internal environment. On the other hand, complexities in the external environment arise from rapid changes in the technological, political, and socio-economic environment which requires different leadership approaches.

Linearity, in a broader sense, infers that one concludes summing up the constituent parts of a phenomenon. Also noted is that in management sciences, linearity is simply a summation of weighted values and infers a predictable outcome (Adams & Stewart 2015). This brings to the fore the notion of linear thinking which implies a mechanistic ontology and conception where the past is deemed to lead to the future. The central perspective in linear thinking rests on the perspective that the past sequence of events will determine the future (Adams & Stewart 2015). Despite some people still valuing linear thinking, this method of predicting future behaviours and events is fundamentally flawed in an uncertain and complex world because of the unexpected occurrence of new interrupting

events. The following section identifies the founder and developers of the complex adaptive leadership theory and it further discusses the main arguments behind the complex adaptive leadership in order to determine how municipalities ought to be run under complex situations.

In the last section, the focus was on discussing the conceptual foundations of complex adaptive leadership and defining the notion of Complexity and complex environments. This section identifies the founder and developers of the complex adaptive leadership theory and it further discusses the main ideas behind the complex adaptive leadership. The complex adaptive leadership theory of leadership is made of a collection of theories that came up from the propositions by Bar-Yam and Boisot, 1999; Goldberg and Markoczy, 1998; Kelly, 1999; Stacey, 1996; and Uhl-Bien et al. 2007. The complex system theory which was adapted and further developed by Uhl-Bien, Marion and McKevey (2017) focuses mainly on providing a remedy to organisations that are failing to cope with the ever-changing environment and proffers strategies and proposes behaviours that promote continuous learning, resonating with new conditions and creativity in organisations with dynamic collaborative management mentality. Complex systems and environments require leadership with skills to manage complexity. The other purpose of the theory is to help integrate the different roles of adaptive, administrative and enabling leadership functions to foster interaction between adaptive systems in complex environments and bureaucracy. The complex leadership theory was formulated to cover the inadequacies of traditional theories of leadership which were fundamentally obsessed with bureaucratic and administrative settings (Uhl-Bien et al., 2007). The complex leadership theory suggests that leadership in uncertain fragile and rapidly changing environmental conditions is an evolutionary process that evolves from administrative leadership during times of stability in the environment to adaptive leadership when sudden conditions emerge in the environment to action-centered leadership which emerges to facilitate the effectiveness of administrative and adaptive leadership (Uhl-Bien et al., 2007). That is, the complexity theory proposes that organisations arise, and leaders (acting as complex adaptive agents) emerge, through a process of aggregation (Uhl-Bien et al., 2007). According to Northouse (2018), aggregation refers to the structuring of actors and activities into forms and ideas; it is the result of recursive interaction, autocatalysis, and correlation.

The complexity leadership theory is a framework that seeks to foster Complex Adaptive Systems (CAS) dynamics while at the same time enabling administrative control structures appropriate for coordinating formal organisations and producing outcomes appropriate to the vision and mission of

the system but also fostering adaptive and action-centred leadership when the environment changes (Uhl-Bien & Arena, 2018). It seeks to integrate complexity dynamics and bureaucracy, enabling and coordinating, exploration and exploitation, CAS and hierarchy, and informal emergence and top-down control. Complexity leadership theory suggests that the role of managers should not be limited to aligning worker preferences with centralised organisational goals” (Uhl-Bien et al., 2007). The next section discusses the assumptions behind complex adaptive leadership.

2.3.1 Conceptual foundations of the Complex Adaptive Leadership theory

Several proposed theories on the types of leadership have been discussed and shown to be the basis or origin of the complex adaptive leadership theory. The complex adaptive theory adopted the key aspects of the situational and contingency theories which state that good leaders not only possess the right qualities but they are also able to evaluate the needs of their followers and the situation at hand. Three main aspects make the complex leadership theory to be fundamentally different from other traditional theories that preceded it. Antonakis and Day (2017) analysed the complex leadership theory as presented by Uhl-Bien et al. (2007) and identifies some key aspects that were not adequately addressed by traditional leadership theories. It has been observed that the traditional leadership theories did not explain certain pertinent aspects that address complex leadership.

Firstly, complex leadership disputes the notion that the success of an organisation is solely through the personal abilities of the leader as traditional leadership prominently attempted to make people believe. Instead, the complex leadership theory argues that leaders are a product of the interactions that they have with several different types of stakeholders, agents, or individuals with different ideas, capabilities and perspectives. In essence, the theory asserts that leaders do not create organisational systems nor do they single-handedly cause an organisation to succeed but rather leaders are created by the system through the interactions that they have with different agents, interest groups, employees and experts (Antonakis & Day, 2017).

Secondly, complex systems are better led by indirect than direct leadership behaviours. Based on this idea traditional bureaucratic systems with defined hierarchical structures are virtually inappropriate and ineffective when it comes to the management of complex systems. Moreover, leaders leading organisations facing complex environments can be more effective if they create enabling environments that promote bottom-up innovations, idea generation and behaviours to foster a culture of empowering subordinates to come up with emergent solutions for problems confronting the

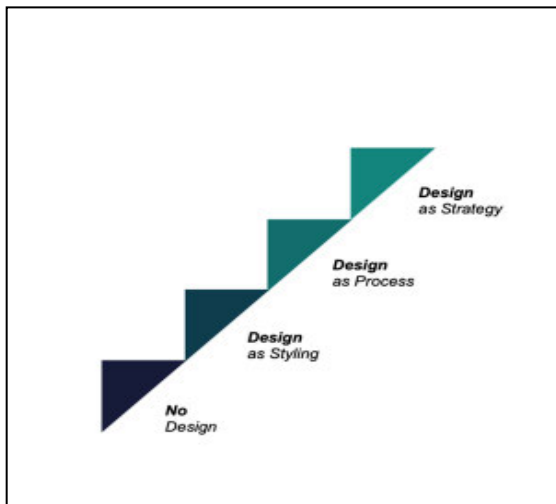
organisation (Swanwick & McKimm, 2017). The growing recognition of decentralization as a preferred structure for managing organisational operations has led to the downgrading of the top-down leadership style as being too simplistic and ineffective (Uhl-Bien et al., 2017). It has also been argued that highly complex organisations punctuated by non-linearity do not require leaders who act alone but rather those who incorporate the insights of other actors in organisations (Mendes et al., 2016). Interestingly, Ruben refuted the notion advanced by traditional leadership theorists that effective leadership solely resides in the leaders' symbolic, motivational, or charismatic actions.

The main research question of this study relates to finding out the most effective leadership strategy suitable for optimising organisational performance in a complex municipal environment. As a result of the fact that South African municipalities are faced with significant changes and challenges in the operational environment, the focus of this section is to discuss the complex adaptive leadership theory to understand how leaders can effectively lead the municipalities confronted by fast-paced technological changes, competing interests and changing socio-economic and political environments. This follows a build-up from the previously discussed leadership theories. This section begins by explaining the main ideas behind the complex adaptive theory, its weaknesses and strengths and the relevance of the theory to this study. This entails the initial explanation of the term "complexity" to bring an understanding of what complex environments and complex leadership styles are. Further, discussed and analysed are the main dimensions of the complex adaptive theory, coupled with a demonstration of the appropriate leadership behaviours that are necessary under each dimension.

2.3.1.1. The Swam Theory

The previously discussed traditional leadership theories show a lack of structure and hierarchical consideration, a limitation that inherently aligns with the rigid managerial practices that lead to poor organisational performance. This theory serves as a theory that supports the main theory which is complexity leadership theory. The complexity theory of leadership has its origins in the swam hypothesis developed by (Wolf, 1999). Hence, an analysis of the Swam theory is crucial to help our understanding of the importance of adaptive leadership in organisational environments characterised by uncertainty. The section begins by outlining the main ideas behind swam theory then moves on to a discussion of its weakness and articulation of the usefulness and applicability of the theory to modern-day organisations as demanded by the complex adaptive theory. Wolf (1999) observes that most companies have the propensity to use the design of their organisation as a foundation of their strategy. This assertion is summarised in Figure 2.1 below.

Figure 2.3: Organisational design



Source: (Wolf, 2016)

The task of strategic design is to implement design as the corporate strategy. During the past years, the awareness of design has increased. More and more organisations have come to appreciate the benefits that can be derived if the design is used for making strategies. Regrettably, the nature of the complexity of design has still increased. Given that, making the best use of the design requires its strategic implementation into the business. As illustrated in Figure 1, many more companies have reached level four on the ladder whereby organisational design is used for strategy-making purposes but the companies are struggling to proceed further to the next level. The greatest challenge facing most organisations is how to move to the next level because in most cases resources are scarce and limited, and technological improvements are proceeding at a much faster pace than strategy making and implementation. This demonstrates that traditional methods and strategies have become useless when designing organisations for the future. Thus, new strategies and methods have become more necessary than ever before to create solutions for the newly emerging complex environments.

2.3.1.2. Swarm Behaviour

A provocative hypothesis was based on the fact that companies need to use design as swarm intelligence to climb from level four to level five which the author acknowledged is not an easy task (Wolf, 1999). The biggest challenge for organisations is dealing with large amounts of facts and figures and converting the data to come up with solutions in highly complex environments under

changing conditions. The provocative literature by Wolf (1999) attempted to proffer solutions towards finding ways to make organisations move to the next level using swarm behaviour. This is analogous to organisations surviving in complex environments and hence, the swarms come into play. According to Wolf (2016) the way swarms of fish, bees and ants move, interact, react and organise themselves can be applied to how organisations can self-organise themselves and adapt to changing complex environments. Swarms do not have a leader and no master plan but each member of the swarm acts independently for the benefit of the others. This system seems to be very sustainable because they are flexible enough to move from one environment to another when the present conditions are no longer conducive.

2.3.1.3. Learning from Swarm Behaviour

Studies of the Swarm theory show the importance of collective effort. Among the lessons learnt from swarm behaviour is that swarms are self-organising living organisms and they build non-hierarchical groups composed of invited members who are not only agile, and enthusiastic but also motivated members who work for the overall welfare of the group (the whole swarm inside and outside). The swarm behaviour motivates leaders to lead in complex uncertain environments by combining individuals with a diversity of expertise, skills, knowledge and experiences to create a platform where good ideas are generated, and better-quality solutions are identified. Since swarms interact freely with fewer rules, organisations need to be structured with fewer rules too so that group members can act independently from each other which results in the generation of diverse ideas and opinions from which solutions for solving complex problems can be derived. Acting like a swarm helps to manage uncertainty, a swarm is resistant towards failure, and wrong decisions of a few are balanced by the group. Despite all these advantages of the Swarm theory, still, the approach still does not match the dynamism required in complex leadership. However, the Swarm provides a basis for the understanding of the ideal complex leadership.

2.3.2 Assumptions of the Complex Adaptive Leadership Theory

The assumptions underpinning the complexity leadership theory were identified by Lichtenstein et al. (2016), and are as follows:

- Complex leadership is only possible in an organisation with a bureaucratic superstructure that among other things has already laid down procedures, stated goals, and a vision and a mission. This is essential for a leader to understand the formal and informal group interactions easily enough thereby helping to develop skills to coordinate complex dynamics.

- Complexity leadership is functional where the leadership has a flexible mentality that easily facilitates adaptation to new conditions, among all organisational hierarchical levels.
- Complexity leadership is more effective under a complex adaptive system that is more open to responding quickly to changing environmental conditions.
- Leadership in general terms is a function of resonating with new conditions and the interaction between the internal and external environment and organisations.
- Flexibility and adaptability require minimum restrictions and limited independence

2.3.3 Dimensions of Complexity Leadership

The assumptions behind the complex adaptive leadership theory have been laid out to understand the principles upon which the theory was built. This section further discusses the dimensions of the complex adaptive leadership which forms the main ideas behind the theory. The dimensions of complex adaptive leadership discussed in this section form the pillars of the theory and help in the understanding of the main ideas behind complex adaptive leadership. The section begins by discussing the adaptive leadership dimension of complex adaptive leadership and from there on discusses the administrative and enabling leadership dimensions. Complexity leadership is a generic term used to describe a leadership practice comprised of functions that are generally adaptive, administrative and action-centred. All are being practised by the same leader in one organisation to deal with uncertainty and complexity in the internal and external environments of an organisation (Uhl-Bien et al., 2007). In essence, complex leadership is a blend of adaptive, administrative and action-centered leadership. Three basic leadership types that build complexity leadership are thoroughly discussed below. According to Uhl-Bien et al. (2007), the complex leadership theory incorporates three types of leadership namely: administrative leadership, adaptive leadership and enabling leadership. The next section discusses the adaptive leadership dimension which is one of the main ideas behind the complex adaptive leadership.

2.3.3.1. Adaptive Leadership Dimension

In the previous section, the focus was on introducing the main dimensions of complex adaptive leadership. This section discusses the adaptive leadership dimension which is one of the main ideas behind complex adaptive leadership. The adaptive leadership dimension of the complex theory explains the interactive efforts undertaken by a leader to deal with emerging, unanticipated occurrences, and rapidly changing new organisational conditions facing an organisation (Uhl-Bien et

al., 2007). Essentially adaptive leadership is practiced to cope with uncertainty and it entails learning new conditions through creative thinking and resonating with new conditions(Uhl-Bien et al., 2007). In some cases, adaptive leadership may cope with uncertainty and unanticipated events through the resonant activities of employees or other administrators. Achieving resonance with rapidly changing new organisational conditions is a primary preoccupation of adaptive leadership (Uhl-Bien & Arena, 2018). Adaptive leadership has a strong orientation on solving emerging unanticipated problems. The main thrust of adaptive leadership is that of solving problems in a manner that resonates with the nature of an emergent problem and it also emphasises learning, change and innovation. It has been noted that adaptive leadership effectively mobilises followers to solve complex problems (Korek & Mohr, 2016).

Adaptive leadership is a leadership style that aims to resonate with changing internal and external environmental changes. Whilst unpacking the complex theory, it was concluded that the adaptive leadership style represents an "interactive, dynamic process with resonant outcomes in a given social system" (Lichtenstein et al., 2016). The complex theory acknowledges that adaptive leadership comes about as a compulsive necessity for managing overlapping needs, competing needs, ideas and preferences of individual organisational members and groups (Korek & Mohr, 2016). Adaptive leadership aims to reach resonance with individual organisational members and groups to embrace organisational change in informal interactions (Storey, 2016). Adaptive leadership is caused by two-way asymmetrical interactions. On the one hand, there are preferences of individual members or groups within an organisation that have diverse skills, beliefs and diverse information whilst the other asymmetry is authority-based. Adaptive leadership that emanates from authority-based interactions leads to a top-down asymmetry in the way of handling uncertainty and environmental changes (Western, 2019). On the other spectrum, adaptive leadership emanating from informational diversity, skills and beliefs leads to more dynamic ways of confronting the environment (Western, 2019). This form of asymmetry and interaction between the leader and a diversity of organisational members and other individuals in informal settings often leads to new information, creative ideas, learning and the creation of new conditions (Western, 2019).

The complex theory further states that adaptive leadership arises from the prevalence of contradictory ideas on issues that arise in any organisation. This statement implies that every organisation has individuals who have contradictory views, opinions, and ideas about how things should be. It was

argued that the essence of contradictory ideas is that they may become mechanisms to change things around in the organisation or may signal that change is inevitable within the organisation (Uhl-Bien et al., 2007). Depending on the nature of tensions within an organisation, these contradictory ideas may bring about sudden developments (Storey, 2016). The contradictory ideas may lead to the emergence of a combination of new ideas and elimination of original perceptions and unpopular ideas and the acceptance of justifiable ones about a particular issue or the whole change of ideas which leads to a solution (Storey, 2016).

Adaptive leadership has got tremendous influence on the way complexity in organisations is administered (Korek & Mohr, 2016). This significance springs from new, creative information and potentially resonant ideas that emanate from interactions between an adaptive leader and stakeholders in the organisation (Korek & Mohr, 2016). The concept of adaptive leadership expresses itself in the dynamism displayed by the leader in terms of interacting formally and informally to solicit ideas from people within and outside the organisation with expertise and creative thinking capacity (Burke, 2013, Balci, 2014). The interaction between a leader and people with expertise and creative thinking capacity is a necessity for an adaptive leader because it enables the leader to get ideas that help a leader to become resonant with the demands of the ever-changing organisational environments (Adams & Stewart 2015). It has also been noted that complex systems are structures that primarily depend on expertise and then on creativity (Ashby, 2013). In a complex organisational structure, people across the hierarchical structures of the organisation often question different aspects of creative ideas discuss their significance and make decisions regarding adoption or non-adoption of creative ideas. Thus, there is quite a lot of interaction of ideas and brainstorming (Ashby, 2013).

The manifestation of adaptive leadership as a component of complex leadership's resonant behaviour implies behaving in a way that matches the requirements of an emerging situation. An analogy of resonant behaviour is that of two drivers on a freeway. As one of the drivers on a freeway accelerates and gains speed faster enough, the other driver resonates by also increasing his or her speed to match the other driver. Adaptive leaders also adopt behaviour that matches the demands of an emerging situation. Leaders need to interact with various groups or individuals to become resonant and adaptive. Adaptive leadership results from a process of leader interactions with groups within the organisations or individuals. For adaptive leadership to make significant and influential changes in an organisation, there is a need for proper integration with complex resonant system networks that are discussed in the following section.

2.3.3.2. Network Dynamics

In the preceding section, the focus was to discuss the main arguments and ideas that characterise the adaptive leadership dimension. This section focuses on the notion of network dynamics which demonstrates how adaptive leadership form a network to help in leading the organisation. The complex theory posits that leader interactions with groups or individuals give rise to either great resonant ideas or in some cases trivial ideas that emanate from interrelated networks (Meuser et al., 2016). The ideas that emanate from a network of leaders' interactions with groups and individuals are shaped within a certain context. For instance, adaptive ideas can originate from controversial ideas between individual organisational members or groups, prevailing organisational rules, direct or indirect feedback circles, dependent relationships, demands by the rapidly changing environment and interactive networks (Uhl-Bien et al., 2007). Adaptive leaders respond to the outcomes of interactions with networks by developing behaviours which are resonant with the context of the networks and the environment (Uhl-Bien et al., 2007). Examples of resonant behaviours include engaging in activities such as centering ideas and developing catalytic behaviours—which ensure the organisational moves with speed to adapt the organisation to the demands of the networks (Uhl-Bien et al., 2007). As part of adaptive leadership, leaders develop mechanisms to lessen tensions that emanate from the organisational structure (Morrison, 2012). Adaptive leaders also develop mechanisms to cope with non-linear (unpredictable) changes and information flows. In complex adaptive systems, ideas appear, incorporate, diverge, corrupt, conflict resonate with others, and change but in the end, they increase (Baltacı & Balcı, 2016).

Adaptive leadership responds to the demands and realities of new information and ideas emanating from an interaction between shareholders or stakeholders. The interaction of ideas and information has the effect of producing more complex information and ideas. This leads to the "garbage can metaphor" whereby loads of information and ideas bring complexity which requires creativity to sift through (Smits & Bowden, 2015). Consequently, it could be suggested that adaptive leadership ensures creativity, learning and resonance on a large-scale platform, which increases its importance for all components of the complex system. In the light of the preceding discussion, adaptive leadership is an activated leadership behaviour that results from the existence of not only an unpredictable environment but also an environment characterised by controversies and tensions, complex network dynamics, asymmetrical information, interdependence between individual organisational members

and agents, interactive conditions within and outside of an organisation. The next section focuses on the administrative leadership dimension.

2.3.3.3. Administrative Leadership Dimension

The previous section discussed how adaptive leaders form networks to gain ideas, and cooperation and acquire learning and innovative ideas to help lead organisations facing turbulence. In this section, the focus is on the administrative leadership. It is defined as the coordination and bureaucratic structuring of organisational activities (Uhl-Bien et al., 2007). Administrative leadership involves activities meant to attain organisational goals emanating from formal, managerial roles of groups or individual organisational members (Uhl-Bien et al., 2007). Administrative leadership which is premised on a traditional bureaucratic hierarchy characterised by strict monitoring and controls (Smits & Bowden, 2015). Administrative leadership involves activities related to planning and organising tasks, task delegation of employees, implementing the vision of the organisation, providing required resources and opportunities for the achievement of organisational goals and the management of crises and conflicts. This further extends to making decisions about survival strategies and policies for sound organisations (Smits & Bowden, 2015). Administrative leadership focuses on superintending over regular organisational transactional activities and control in a hierarchical and bureaucratic structure of the organisation. Administrative leadership is mostly about focusing on formal routine administration roles of distinct individual employees and employee groups in planning and coordinating an organisation's activities (Schneider & Somers, 2006, Uhl-Bien & Marion, 2017). Since most organisations are a bureaucratic leaders facing a stable environment often assume administrative duties such as planning, organising, controlling, and coordinating activities related to the supply of production sources and administration through the organisational structure (Uhl-Bien & Marion, 2017, Smits & Bowden, 2015). However, Jackson (2015:183) cautions against scholars portraying administrative leadership as always being preoccupied with preserving the status quo through maintaining routine processes. In fact, Baltacı and Balcı (2016) acknowledged that administrative leadership also embarks on remodeling the lines of authority and the existing hierarchical structure in organisations which also makes the switch to adaptive leadership when some chaos or disruption occurs in the organisational environment. Even the complex adaptive theory acknowledges the existence of some form of reorganisation, and reformulation of processes and procedures even under stable conditions (Schneider & Somers, 2006, Uhl-Bien & Marion, 2017). This allows for a smooth and quick transition to adaptive leadership under changeable conditions of

chaos. The next section discusses the third dimension of complex adaptive leadership namely the enabling leadership dimension.

2.3.3.4. Enabling Leadership Dimension

Enabling leadership (action-centred leadership) is practised by leaders during times of emergency or crises which requires quick decision-making and decisive action (Uhl-Bien & Arena, 2018). Within this framework of the complexity leadership theory, action-centred leadership plays the role of fostering conditions that provide the emerging trend whereby the effectiveness of resonant (adaptive) leadership has increased (Uhl-Bien & Arena, 2018). In a further validation of the complex leadership theory, Uhl-Bien and Marion (2017) and Smits and Bowden (2015) concurred by pointing out that lower and middle-level administration managers often exhibit action-centred leadership behaviours because they serve in roles that involve channeling resources to production and or to operations. Despite the observation by Smits and Bowden (2015) and Baltacı and Balcı (2016) maintained that action-centered leadership could be observed at all organisational levels. There are times when organisations experience unexpected turbulence such that there will be no time for rational decision-making processes (Uhl-Bien et al., 2007). Despite turbulence which might be associated with unexpected events which have negative connotations on the survival of an organisation, action-centred leadership is practised when an organisation is faced with an unexpected opportunity which requires quick exploitation before it vanishes (Uhl-Bien et al., 2007). Action-centered leadership has two main distinct roles (Uhl-Bien et al., 2007). One of the distinct roles of action-centred leadership involves the creation of enabling or eligible conditions that foster the efficiency of adaptive leadership in terms of bringing in desired change that resonates with new environmental changes (Uhl-Bien et al., 2007). The other distinct role of action-centred leadership involves the facilitation of the flow of information into the structures of the organisation to support administrative functions (Uhl-Bien et al., 2007).

Action-centred leadership exists at all hierarchical levels of the organisation its effectiveness varies according to the hierarchical level and the position that the leader has in the organisation (Byrne & Callaghan, 2013). Despite the aforementioned distinct roles of action-centred leadership mentioned above Cottam et al. (2015) asserted that it performs the function of activating organisational dynamics. For instance, Cottam et al. (2015) further posit that action-centered leadership plays the role of preventing controversies between administrative leadership and adaptive leadership. Another dimension was added and asserted that action-centred leadership plays the role of introducing

flexibility into how an organisation should work so that processes and work activities resonate with new conditions and without difficulty and “entanglement” management (Baltacı and Balcı, 2016). The function of enabling leadership should be extended to the development of the managerial capacity of efficient employees and that of making administrative leadership more effective (Johnstone, 2013:39). One aspect of action-centred leadership is to engage in activities that produce the necessary conditions which make the appearance of adaptive leadership inevitable (Horvat & Filipovic, 2018). The next section is focused on explaining the notion of tensions in organisations.

2.3.3.5. Tension in organisations

The preceding sections were mainly focused on the enabling dimension and other dimensions of leadership. This section introduces the concept of tensions in organisations which was idealised in the complex adaptive leadership. One of the key aspects discussed by Mäkinen (2018) was the issue of enabling leadership to play a major role in smoothing tensions and resolving disputes. The main theme that Mäkinen (2018) espoused was that enabling leadership's main role in the organisation is that of preventing conflicts from occurring or if the conflict prevention strategy fails, their other role is that of settling disputes that emanate from conflicts thereby creating harmony among individuals or among groups of people that works for the organisation. This assertion by Mäkinen (2018) is also supported by Horvat and Filipovic (2018) who expressed the view that the role of action-centred leadership helps in the resolution of controversial issues within the organisation thereby easing tensions. As tensions are made to subside, action-centred leadership helps in the further achievement of organisational objectives as main protagonists are made to work as a team in making organisations sustainable (Mäkinen, 2018). The main type of tension that breeds complexity in organisations is mainly internal. It was observed that internal tension is a product of heterogeneous structures which creates a great deal of dependency and controversial restrictions (Mäkinen, 2018). Mäkinen (2018) further explains that heterogeneity in organisations manifests itself in the form of having different agents with different skills, ideas, interests, perspectives, and preferences. Despite heterogeneity being lauded as a positive attribute that an organisation should have. Waldman and Bowen (2016:317) argue that it has a differential effect on goal attainment between the different hierarchies in the organisation. The main idea expressed by Waldman and Bowen (2016:317) is that heterogeneity is counterproductive at the upper hierarchical level (comprised of senior executives) and productive among managers and subordinates at the lower levels. They further argue that heterogeneity at the lower levels of the organisation often led to the development of extraordinary and innovative ideas.

Regrettably, Waldman and Bowen (2016:317) did not provide enough evidence to support their claim further implying that more research needs to be conducted. Complementary to the ideas expressed by Mäkinen (2018), Waldman and Bowen (2016:318) highlighted that the role of action-centred leadership should be centred around managing the easing of tensions between members of the top executives in the organisation and between the hierarchical structures. Action-centred leadership should idealistically focus on increasing the level and frequency of interactions between members of the different hierarchies (Baltacı and Balcı, 2016). Baltacı and Balcı (2016) further argue that action-centred leadership are not solely preoccupied with internal tensions but also with external tension arising from the external environment. External tension may in the psyche of middle and senior management be perceived as a kind of managerial pressure whilst action-centred leadership views it as an opportunity to foster organisational learning, creativity, and innovation. The tension that originates from the external environment provides an opportunity for an organisation to acquire new ideas, accumulate more knowledge and distribute resources (Smits & Bowden, 2015).

The link between organisational tension and innovation was earlier established by (Carley & Hill, 2001). As early as the early 2000s, Carley and Hill (2001) posit that tensions were not very destructive or disruptive to organisational growth and development but were mainly responsible for driving innovation within the organisation. Innovations make organisations help cope with the changes in the environment and help leaders easily overcome challenges and solve problems. The complex leadership theory hypothesised the notion that tensions in organisations are inevitable and are mainly caused by different types of agents (individuals or certain categories) of people. Explanations were provided to the origins of tensions within organisations by pointing out that the interaction of different agents/stakeholders often makes some of them feel pressured and leads to the development of a feeling that their level of knowledge/ expertise or even interests are being challenged (Uhl-Bien & Marion, 2017).

From the preceding discussions, it is more apparent that tensions in organisations are not only inevitable but also contribute positively to making organisations survive environmental turbulence and cope with transformative change. From the views expressed by Uhl-Bien and Marion (2017), it is clear that tensions in an organisation help to bring about innovative ideas from the different interacting agents. However, in the initial phases of interactions, tensions are disruptive and counterproductive. Uhl-Bien and Marion (2017) argue that as time passes, interacting agents often reach a point whereby they align their interests and converge on making the organisation survive the

various uncertainties that it faces. Consequently, tension leads to the birth of new information and innovative ideas which resonate better with the environmental pressures and uncertainties (Grint et al., 2016). The fact that tensions in organisations lead to a strategic realignment of ideas from which adaptive leadership is built between and among agents to contribute to the creation of new innovative ideas, tensions also lays the foundation for tensions in organisations (Uhl-Bien & Marion, 2017). This assertion implies that tensions are the main drivers for adaptive leadership to emerge. The next section discusses the notion of leadership entanglement in complex organisations.

2.3.3.6. Leadership Entanglement

The previous section focused on tensions in organisations. This section analyses the concept of leadership entanglement espoused in the complex adaptive leadership. The complexity theory espoused the view that the very existence of different agents interacting within the organisation leads to different preferences in the manner in which problems facing the organisations are solved. Therefore, not all interacting agents will converge on the same method of solving organisational problems. Hence different people within the organisation do not prefer the one-size-fits-all approach that bureaucratic processes and procedures utilise for solving problems. The complexity leadership theory as propounded by Uhl-Bien and Marion (2017) functions as administrative, enabling leadership and adaptive leadership are intertwined and entangled. The entanglement of the functions is evidenced by a dynamic relationship that exists between the three leadership functions.

It is argued that there is no straightforward relationship between adaptive and administrative leadership because at one time the two leadership styles will complement each other (helping each other) and in another situation, the two will be opposing each other or moving in opposite directions (Uhl-Bien & Marion, 2017). Zaleznik (2018) concurred with the views expressed by Uhl-Bien and Marion (2017) by pointing out that it is almost possible for the adaptive leadership style to be practiced in conjunction with the administrative leadership style in one given situation or period whilst in another period or situation administrative leadership can block or override adaptive leadership through the application of bureaucratic controls. Both Uhl-Bien and Marion (2017) and Zaleznik (2018) concur that there are situations where adaptive leadership augments the strategic thrust of administrative leadership and times or situations whereby the two repel each other or act in a manner that reflects complete independence from one another.

An interesting assertion made by Uhl-Bien and Marion (2017) in the complexity leadership theory pertained to the role of the enabling leadership function in smoothing the unpleasant relationship that sometimes occurs between administrative and adaptive leadership styles. Enabling leadership helps to ameliorate the conflict that often exists between adaptive and administrative leadership (Uhl-Bien & Marion, 2017). However, Uhl-Bien and Marion (2017) were quick to mention that enabling leadership plays a more prominent role in making adaptive leadership more effective than it does in administrative leadership. Nevertheless, Zaleznik (2018) argues that enabling leadership can be more effective if it can adjust the behaviours of both administrative and adaptive leadership so that the two can work in harmony with each other. Zaleznik (2018) states that there is no way one can disentangle administrative leadership in organisations because all organisations are bureaucracies. Zaleznik (2018) further dismisses the notion of post-bureaucratic organisations and argued that such organisations do not exist at all. The essence of Zaleznik's (2018) argument was that administrative leadership will continue to be important such that enabling leadership has to ensure that adaptive leadership is harmonised and should be tailored to work in harmony with administrative leadership. For instance, Zaleznik (2018) posits that administrative leadership is highly recommended and ideal especially in the sub-units of the organisation during times when the environment is stable enough such that growth in profits has to be achieved.

The existence of controversies, interpersonal conflicts, overlapping tasks, and differences between authentic ideas requires the entanglement of administrative, adaptive and action-centred leadership (Uhl-Bien & Marion, 2017). It is reiterated that in chaotic environments "entangled structures" exist in formal organisations (Marion, 2017). This point contends that bureaucracy and bureaucratic structures exist virtually in all organisations both public and private. Regardless of the existence of chaos in organisations, complex adaptive systems indeed interact with bureaucratic structures consciously and subconsciously (Uhl-Bien & Marion, 2017). The complex theory of leadership espoused the assertion that there are periods when organisations experience stable conditions in the internal environment. Such stability in the internal organisational environment often calls for hierarchical bureaucratic coordination and interaction. On the other hand, when conditions in the external environment emerge such as rivalry between organisations, uncertainty, and rapid (fragile) changes in the environment is fragile and flexible, the leadership evolves to become resonant (adaptive) (Byrne & Callaghan, 2013). Consequently, the complexity leadership theory fundamentally asserts that complex environments require the entanglement of three leadership

functions namely three leadership functions administrative, adaptive and action-centred leadership occurring in an interwoven fashion to manage both internal and external environmental conditions (Uhl-Bien & Marion, 2017). Therefore, leadership entanglement in complex chaotic environments demonstrates a dynamic relationship between top-down formal administrative structure (bureaucracy) and informal adaptive resonant structures of the social system (Uhl-Bien & Marion, 2017). Consequently, the interaction that occurs between administrative leadership and adaptive leadership in organisations defines what shapes complexity leadership. In this context, “administrative leadership” can work with adaptive leadership to prevent “over-authoritarian bureaucratic control” mechanisms in organisations (Uhl-Bien & Marion, 2017). The main function of adaptive resonant leadership is to increase strategic needs of administrative leadership (Mäkinen, 2018). To complete the entanglement of leadership in chaotic complex environments, action-centred leadership provide different managerial alternatives that make organisations operate effectively and efficiently and prevent possible conflicts between administrative and adaptive leadership (Mäkinen, 2018). Additionally, action-centred leadership offers active, creative solutions to organisational issues by integrating role-taking between administrative and adaptive leadership functions (Lichtenstein et al., 2016; Uhl-Bien & Marion, 2017). The next section discusses the weaknesses of the complex adaptive leadership theory.

2.3.4 Strengths and Application of the Complex Adaptive Leadership Approach

A study in the United Kingdom whose main thrust was to examine the various complex issues that influence leaders to provide high-quality leadership (Formby, Malhotra & Ahire, 2018). Formby et al. (2018), in a study focused on factors that played a role in influencing leaders to provide leadership and management for a manufacturing firm, determined that quality leadership is an outcome of a practice that is characterised by the involvement of all employees in shaping organisational processes and in the making of decisions. The main idea expressed by Formby et al. (2018) is that complex leadership brings firm success if it is influenced and characterised by worker involvement in formulating all the decisions that affect organisational success. The findings further put into question the so-called assumption that organisational success is due to a leader's innate abilities. The study findings have provided two useful and valuable lessons regarding the crucial role that workers play in bringing organisational success whenever they are involved in decision-making. Firstly, the findings by Formby et al. (2018) helped to dismiss the notion that leaders have a kind of innate capacity for good planning and decision-making. Secondly, the findings dismiss the notion that all

leaders are rational thinkers who make rational correct decisions that help organisations to succeed. From the aforementioned, it is clear that leaders can only achieve success in complex situations when they team up with their subordinates to chart the way and craft strategies that make an organisation succeed. Due to the findings of people like Formby et al. (2018) and others before them such as Storey (2016), a new kind of mindset has begun to emerge, namely increasing recognition that the environment in which social processes in organisations operate is not as simple as can be imagined such that one individual in the name of a leader cannot be effective enough in complex and messy environments without the active involvement and participation of those that are led. Notwithstanding, this fact, complex leadership theory does not seek to belittle the importance of a leader per se but it simply recognises that complex environments transcend (cut across) one individual but require more teamwork and team empowerment.

Further, the complex leadership theory has become useful in modern-day leadership literature by bringing in new fresh perspective on what modern leadership should be. The complex leadership theory as advanced by Marion (2017) has helped to influence leaders to become adaptive in their approach when dealing with uncertain environments which are constantly changing due to shifts in political ideologies, economic swings and changing socio-cultural perspectives. Another valuable lesson is the idea emanating from the CAS that leader-subordinate relationships need not be always hierarchical but must cut across horizontally to cater for various groups and agents or actors in the organisation's environment. The complex adaptive systems are made up of a combination of people acting as a group, sometimes as individuals or acting in the capacity of being agents for some organisations or individuals. One thing in common about the different categories of people who interact in complex environments and complex systems is that these people have certain things in common, which transcends the whole group. Therefore, it cannot be an understatement if one refers to complex adaptive systems as environments that consist of people who share common interests, and common goals. Other people in the complex adaptive systems share the same historical origins or historical existence such that they share experiences, trials and tribulations over a period of time. The state of affairs where agents have common goals and interests helps the agents in the complex adaptive environments to respond in a unified manner to external pressures which occasionally spring up. External pressures can emanate from technological changes, competitor moves, and pressures from suppliers and from customers which requires agents with common interests to find a unified response that results in the sustenance of their organisations. Be that as it may one also needs to

understand that common interests in CAS are sometimes subordinated to personal interests. There are instances whereby people in a CAS have similar interests or goals that become diluted by the existence of personal conflicting interests. In such circumstances leaders often see individuals drifting away from the common goal in order to pursue personal goals and or interests. Such a situation leads to the formation of networks based on individual loyalties resulting in tensions (Obolensky, 2017). As time goes on and various agents continue to interact, one will begin to see the emergence of interactive networks of people becoming interdependent again. Thus, one valuable lesson emerges from this complexity of interactions and conflicting interests notably that leaders need to be always on the alert to disable the machinations of certain individuals who pursue their interests and become so powerful to sway other individuals to their side at the expense of pursuing organisation-wide goals. Another valuable lesson that ensues from the Complex adaptive model is the assertion that agents within a system whether interdependent or not do not always act in the interests of their organisations even though they might have common interests (Obolensky, 2017). This aspect is what contributes towards making organisations complex to lead rather than simple.

Marion and Uhl-Bien (2001) and Marion and Uhl-Bien (2003) submit that the CAS model has taught us that business operating environments are always made up of heterogeneous agents whose interests sometimes converge and sometimes diverge from one another and from that of the organisations. The model further enlightens leaders into accepting that heterogeneous agents pose difficulties for the achievement of common goals such that leaders have to become flexible rather than mechanistic in dealing with the divergent interests of the various agents. Marion and Uhl-Bien (2001) and Marion and Uhl-Bien (2003) dismiss the notion that tensions that are brought about by the conflicting interests of heterogeneous agents in an organisation are counterproductive. Instead, Marion and Uhl-Bien (2001) and Marion and Uhl-Bien (2003) view these tensions as a necessary evil that brings about a kind of organisation-wide learnings and lessons which then acts as a springboard for developing both leader and subordinate innovations and capabilities to adapt and succeed in a tension-filled environment. This assertion by Marion and Uhl-Bien (2001) and Marion and Uhl-Bien (2003) found support from Obolensky (2017) who posits that heterogeneous agents interacting in complex environments have the added advantage of bringing about new leadership “logic” that is adaptive to an emerging environment rather than the old style of reactive leadership that sought to be more conservative and defensive of the status quo.

The complex adaptive leadership model provides some realistic and practical applications of behaviours that are useful for managing organisations facing challenges of a complex nature (Macdonald et al., 2018). The model is widely applicable to a whole range of organisations from across the public sector to the private sector because almost all organisations face uncertain and ever-changing environments characterised by turbulence and complexity. Macdonald et al. (2018). One of the strengths of the complex adaptive leadership model is the fact that it does not merely focus on the characteristics or traits of an effective leader but rather focuses on processes and behaviours that need to be in place to effectively confront changing turbulent environments (Randall & Coakley, 2017). According to Randall and Coakley (2017), the complex adaptive theory identifies creative thinking as one of the processes that need to be undertaken to respond effectively to complex environments. In fostering the organisation, Heifetz et al. (2014) commented that—wide employee commitment is one of the processes that helps activate the change process when an organisation is on course to adapt and respond to complex challenges manifesting in the environment. The complex adaptive leadership model has successfully managed to re-conceptualise the leader's role from the usual generic management processes and hierarchical power distribution towards a concept whereby leaders' importance is that of spearheading adaptation processes (Uhl-Bien & Marion, 2017; DeRue, 2011). One of the main strengths of the complex adaptive theory is its articulation of the need for leaders in organisations to empower followers to be in a position to tackle complex challenges (Randall & Coakley, 2017, Heifetz et al., 2009). In essence, the theory incorporates a follower-centric approach whereby it promotes a bi-directional bottom-up and top-down hierarchical relationship and exchange and implementation of ideas in the resolution of challenges facing the organisation. This bi-directional approach to solving organisational problems is effective because it makes the relationship between the leadership and their followers fluid and more dynamic and places the two on a flexible path to solving complex problems through harnessing the innovative ideas of not only leaders but also followers (DeRue, 2011). The other positive aspect of the complex adaptive theory is the fact that it deemphasizes the traditional hierarchical authority of a leader in favour of a leader who embraces ideas from followers in a dynamic way to confront complex problems. The other benefit that can be derived from the theory is that it emphasises that leaders should always question organisational value systems to necessitate change and create a learning organisation. There is no other leadership theory that recognises the questioning of an organisation's value systems, one of the core principles that can help create conditions for change and adapt to changes in the environment (Northouse, 2016). This strength makes the theory different from other theories because it stands out

as a process-oriented and follower-centric approach whereby followers take a leading role in the organisation's change process rather than the leader (Yukl & Mahsud, 2010). The next section discusses the justification of the theory implementation to the South African municipalities.

2.3.5 Weaknesses of the Complex Adaptive Leadership Theory

The complex adaptive leadership approach is arduous and is often perceived as having concepts that are still difficult for the average manager to grasp (Daigle, 2017). Despite being lauded as an emerging leadership concept that attempts to explain how leaders should behave in uncertain and unstable environments, there are still concerns about some of its variables which are viewed as being loosely defined and too difficult to implement. Also the a lack of a standardised manner for implementing complex adaptive leadership which is not only simple for every common manager to understand but to execute as well (Robbins et al., 2017). Codifying complex adaptive leadership into dependent and independent variables, by way of a fuzzy approach (based on "degrees of truth" rather than the usual "true or false") to understand leadership effectiveness, present benchmarks for complex adaptive leadership theory and signal areas for improvement.

The ideas espoused in the complex adaptive theory depict a great deal of complexity and are a source of confusion. The complex ideas confuse leaders regarding how they can be implemented in real practice. This is in part because little is known about the internal and external forces that impact the organic interplay of various social constructs and the dynamic interplay between leaders and subordinates has evolved. The complex adaptive theory did not address how leaders function within a complex system and react to such functionality. One area for scholarship is a codified approach (creating a system of laws, rules, and policies) into a system to adopt a complex adaptive leadership style. The complex theory does not specify verifiable behaviours that relatively simplify the complexity of leadership within social constructs. Even more loosely, complex adaptive leadership is premised upon the false belief that an organisation is a boundaryless organisation which is not limited to any horizontal, vertical, or external boundaries imposed by a predefined structure (Robbins et al., 2017). The authors Shapiro and Stefkovich (2016) further caution against accepting Uhl-Bien and Marion's (2017) belief that leadership can be able to maintain order and preserve the status quo in one aspect whilst implementing changes in other aspects of the organisation as being too over-simplistic on the basis that meaningful change has to be pervasive and organisation-wide. Even piecemeal changes often trigger system-wide or organisation-wide changes.

2.4 Literature on Theory of complex Adaptive theory

The preceding sections in this chapter mainly focused on the theoretical framework and discussed the main ideas, assumptions, strengths and weaknesses of both the Swam theory and the complex adaptive leadership. This means that the practical application of complex adaptive leadership in a South African municipality was not discussed.

2.4.1 Complex Adaptive Theory to Local Government Administration in South Africa

To link theory to practice, this section presents a discussion on how the City of Cape Town has in the recent past (2009-2018) implemented a leadership style that is compatible and comparable with the complex adaptive leadership. This comparability of the adaptation complex leadership style used in the City of Cape Town provides a blueprint for adaptation to other municipalities such as the uMzimkhulu local municipality.

Recent evidence has shown that the City of Cape Town in South Africa has been applying the principles and main ideas espoused in the complex adaptive theory for some years. In their seminal article on systems thinking in allocating infrastructure budgets in Cape Town Kaiser and Smallwood (2019) identified traits of administrative, adaptive and enabling leadership dimensions in the design, development, allocation and implementation of budgetary allocations towards infrastructural development. The application of administrative, adaptive and enabling leadership dimensions by the Cape Town municipality is highly compatible and compatible with the main principles of the complex adaptive theory. Just like any other local government institution (municipality) in South Africa, the City of Cape Town has to comply with legislation such as the Constitution, National Treasury practice notes guiding controlling municipal budgetary allocations as well as systems and processes that provide a rigid framework with which they operate (Kaiser & Smallwood, 2019). Similarly, the City of Cape Town faces multiple problems compounded by the existence and interactions of multiple agents each pursuing their interests. Examples of agents and actors that contribute towards making the City of Cape Town face complexity are the existence of politicians from various political parties, civil society organisations, municipal employees, and race issues, residents who have differing views and opinions, expectations and tastes, spatial inequality issues and so on.

The complex interaction among different agents and other expectations from the political, legal, economic and social environment has led to a hybrid leadership style much similar to the style envisaged in the complex adaptive leadership theory to emerge has led to Achmat Ebrahim the long-

serving municipal managers in the City of Cape Town (2009-2018) using administrative procedures to ensure compliance with existing legislation, set procedures and systems. The City of Cape Town municipal manager realised that the application of administrative leadership was necessary in terms of complying with the national laws and the provision of non-negotiable services such as water and sanitation, electricity, and roads to the indigent population of Cape Town and to the rest of other city dwellers. On the other hand, the City of Cape Town authorities realised that mere compliance with existing legislation through administrative leadership was not enough to deal with complex issues facing the metropolitan due to the existence of a lot of imperfections in the form of social and economic inequalities within the City of Cape Town (2012). The study conducted by Kaiser and Smallwood (2019) also involved, 25 individuals in reporting levels 0-4, ranging from the municipal manager to branch heads of departments and 180 employees a majority of whom confirmed that the city management has created an enabling environment and empowered them to make decisions and implement innovative ideas to deal with complex emerging and unusual issues. This survey provides evidence that the city of Cape Town practices both administrative leadership and enabling leadership all at once. For instance, the findings from Kaiser and Smallwood (2019) revealed that branch heads were empowered to consult their subordinates, create self-managed and empowered teams that would make decisions and implement those decisions in a kind of bottom-up empowerment perspective in as far as budgeting and resource allocation towards infrastructure development. The survey results demonstrated that administrative leadership was applied to budgetary allocations about legislative compliance issues such as water and sanitation provisions. More so the survey confirmed that the City of Cape Town management also employs adaptive leadership in their resource allocation in the budgetary processes. For example, respondents in the survey revealed that budgetary allocation on infrastructure was made to adapt to the emerging demands of society rather than to routine infrastructure issues. Adaptive leadership was achieved through intensive negotiations with all agents in an interactive way as a way to get buy-in from the interaction and get support to channel resources towards infrastructural projects that responded to present and future needs of the municipality as opposed to funding routine projects, concluded Kaiser and Smallwood (2019). This saw a shift from hardware infrastructure projects since 2012 towards infrastructure software in the form of investing in state-of-the-art new forms of information technology applications to enable the timely provision of services to the residents of Cape Town in a manner that considers the changing expectations of their residents. For instance, Cape Town is renowned for housing the most affluent and wealthy people, the educated and many working-class South Africans who are no longer tolerant of spending

time in queues paying municipal bills, or spending time making physical visits to municipal offices to make enquiries or lodge complaints. Thus, investing in new computer applications in the provision of services is one of the facets of adaptive leadership adopted by the City of Cape Town. The findings by Kaiser and Smallwood (2019) amply demonstrated that the complex adaptive theory is practical and can be applied to South African municipalities as exemplified by the City of Cape Town.

2.4.2 Justification of the Complex Adaptive Theory to the Study

The complex adaptive leadership theory is highly justified for informing this study on the basis that it provides valuable insights into the need for leaders to adopt a leadership that does not focus on preserving the status quo but also incorporates a flexible approach in the form of adaptive and enabling leadership styles to confront complex situations that often arises in South African municipalities. The complex adaptive leadership theory is compatible with the issues that are affecting local government institutions. There are several; reasons why the complex adaptive leadership theory is justified as the anchor theory of this research. Firstly, the complex adaptive leadership acknowledges that municipalities operate in an environment which is unstable, volatile and characterised by uncertainty, tensions and competing interests which are untenable to use one type of leadership style. This observation by the complex adaptive leadership holds for South African municipalities. There is a lot of complexity in the form of competing interests among many stakeholders such as communities, politicians, civil society organisations and bureaucrats on how things should be run. The theory amply talks about the existence and entanglement of several agents which is plausible and compatible with the situation prevailing in municipalities, there are so many actors having vested interest in the manner in which municipalities are run and some of the forces are so powerful and have legitimate power. Examples of powerful actors/agents running municipalities and having enormous power and legitimacy include members of the legislature, political representatives deployed in municipal positions, mayors and councillors all of whom have different interests as rightly pointed out in the complex adaptive leadership, this environment does not only require administrative leadership but also adaptive and enabling leadership for a municipal manager to be successful and deliver services.

Leadership assumes that leaders and their leadership styles are predominantly influenced by endogenous forces that frequently interact with each other in an organisation (Mendes et al., 2016). In South Africa's local government institutions, leaders do face several endogenous forces like employee tensions, changing employee demands and, resource constraints. The theory asserts that the

mere existence of internal and endogenous forces interacting within the organisation makes leaders not in a position to influence and direct collective action by subordinates (Uhl-Bien & Marion, 2017). The interaction of heterogeneous forces within an organisation relegates a leader's power to be just another actor in a pool of other social actors who act as informal mini-leaders but at the same time are somewhat subservient to the formal leader (Uhl-Bien & Marion, 2017). This assertion is consistent with the notion of the existence of a dual structure consisting of mini-leaders and a formal leader on the other side (Ruben & Gigliotti, 2016). The complex adaptive leadership has greater relevance to South African municipalities because they also face numerous internal (endogenous) and external (exogenous) challenges arising from the interaction of different people with different agendas and expectations which cannot all be fulfilled at once. The mere existence of several forces weakens the powers of the management in charge of municipalities. This further confirms the complex adaptive leadership's assertion that the leader's influence in making municipalities work efficiently is diminished, thus requiring the cooperation of many stakeholders who become mini-leaders in their own right. This has made it imperative for managers in municipalities to engage in networking, negotiations, and empowerment as espoused by complex adaptive leadership and to work towards reducing tensions.

As highlighted by Shapiro and Stefkovich (2016) the complex leadership theory presented a new approach that helps leaders understand the dynamics of the capabilities of the organisations they lead. The theory clarified the notion that members of an organisation and the environments they work under are no longer static but constantly changing dynamically such that leaders need to adapt their organisation's capabilities towards innovating and to make strategic alliances with stakeholders from within and from outside. By innovating and making strategic alliances with stakeholders, leaders in South African municipalities can be able to easily solve complex problems and steer their organisations to success. Similarly, the leadership in municipalities are facing constant changes in their environments for example new political leaders from different political parties emerge most of the time and this disrupts continuity in the way municipalities allocate resources. In most cases, every new local government election brings some new faces who come up with different political expectations and often clash with municipal management in terms of what needs to be done. This inadvertently disrupts the work and thrust that municipal leaders have. For instance, in the Tshwane and Johannesburg metropolitan councils, there has been a transfer from the African National Council-dominated council to a Democratic Alliance-led administration. Undoubtedly this change is

disruptive in the sense that each political party that takes power has its demands which are also resisted by other political players leading to chaos and complexity in the operating environment for municipal managers and their subordinates.

That aside Uhl-Bien and Marion, (2017) concluded that the complex leadership theory is revolutionary in the sense that it acknowledges that both order and chaotic change can be juxtaposed at the same time. The implication of this theory is that order can be maintained in turbulent environments whilst also pushing for changes in other sectors or aspects of the organisation simultaneously. There are instances when management in municipalities establishes order through networking, interacting and negotiating with people and residents of different persuasions resulting in the creation of order despite reservations by Shapiro and Stefkovich (2016) who challenged the plausibility of having order and chaos being juxtaposed simultaneously because the two are incompatible.

Another essential point is that the complex leadership theory reduces dependence on a single person as the main driver of organisational change. Beforehand traditional theories of leadership focused on the leader as the single indispensable leader to drive change in an organisation. This assertion provides a valuable lesson that South African municipalities ought to adopt an enabling leadership style where subordinates are supported and empowered to create and implement innovative and creative ideas that help to respond adequately to the prevailing environment.

However, the complex leadership theory recognises that non-managerial individuals either acting as individuals or as networks or groups play an equally important role in originating and directing transformative change. In essence, the complex leadership theory demonstrates that the interaction between leaders and the several agents who exist in organisations brings about new perspectives and has the potential to generate creativity, influence and desired change in an organisation.

As put forward by Belrhiti et al. (2018) the complex leadership theory emphasises that leaders need to empower their juniors so that they should always behave as leaders whatever their station in the organisation. The juniors need not only to act as 'leaders' in their own right but they need to 'own' their leadership. This assertion justifies another reason for the adoption of this theory because the empowerment of juniors in municipalities will help motivate employees to formulate innovative ideas

that can be used to provide better services. The next section discusses the internal environmental complexities affecting organisations.

2.5 Internal Environmental Complexities Affecting Leadership

Complex systems are characterised by controversies and controversial ideas within the organisation, interpersonal conflicts, resource competitions, overlapping roles, conflicting interests, changing worker preferences, and different leadership styles within the internal environment.

2. 5.1 Controversies and controversial ideas

Tensions in organisations are a common occurrence though the intensity varies in scale from one organ type of organisation to the other (Ekvall and psychology, 1996). Tension is more pronounced in organisations with a pronounced level of heterogeneity in terms of personalities 'orientation, ideas (ideologies) and political persuasions and preferences (Thompson, 2012)

Baltaci et al. (2017) observe that internal tension is a product of heterogeneous structures which creates a great deal of dependency and controversial restrictions. Baltaci et al. (2017) explain that heterogeneity in organisations manifests itself in the form of having different agents with different skills, ideas, interests, perspectives, and preferences. Despite heterogeneity being lauded as a positive attribute that an organisation should have, Patyal et al. (2016) argue that it has a differential effect on goal attainment between the different hierarchies in the organisation. It is highly probable and certain that the interaction of several heterogeneous personalities with different ideas, cultures, skills and attributes leads to general controversies and controversial ideas which leads to internal environmental complexities (Morrison-Smith & Ruiz, 2020). Adaptive leadership therefore needs to respond to the demands and realities of new information and controversial and conflicting ideas emanating from an interaction between shareholders/stakeholders in a manner that simplifies the complexity so that an organisation can continue to deliver its mandates. The interaction of ideas and information has the effect of producing more complex information and controversial ideas (Snowden & Boone, 2007). This leads to the "garbage can metaphor" whereby loads of information and ideas bring complexity which requires creativity to sift through (Corrigan, 2007).

2. 5.2 Resource competition

Though competition for resources is common within organisations, it is more intense in some organisations than in others (Whitley, 2003) Further, it is a widely held view that competition for

organisational resources is more pronounced in the public sector than in private corporate organisations because the public sector is more constrained financially due to its overwhelming responsibilities (Kamaru Zaman et al., 2019). Intensified competition for organisational resources gives rise to complexities in terms of coming up with appropriate strategies for smoothing resource sharing and or optimising available resources towards achieving organisational resources. Amin and Karim (2013) also posit that resource completion adds to complexity in terms of managing an organisation whereby all the competing interests have got valid and indispensable need for the resources all at the same time.

2. 5.3 Interpersonal Conflicts

Interpersonal conflict refers to clashes that occur between two or more interacting individuals who are unwillingly or unable to fulfil expectations of each other due to personal incompatibility, disagreement, or differences (Prager, 1994). Interpersonal conflict can alternatively be defined as "an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from the other party in achieving their goals" (Croucher & Dynamics, 2017). From the aforementioned it is clear that interpersonal conflict arises from the outcomes of interdependent people disagreeing and pursuing opposing interests through their interaction. The interpersonal conflict further arises from the interaction of people with incompatible interests and ideologies which in some cases causes negative emotions.

Interpersonal conflicts are common at places of work. This type of conflict takes different forms either by their nature or size and can be found in any location or department. The leadership in any organisation needs to be constantly conscious of the existence of such conflict followed by undertaking to practically handle such conflict effectively and timeously before it becomes dysfunctional in the operations of the entity (Pretorius, 2016). Interpersonal conflict is a substantial factor that leads to internal organisational complexity. Interpersonal conflict is also referred to as dyadic conflict and is manifested through interpersonal disagreements or due to incompatible interests or personalities between organisational employees of the same or different hierarchical units or levels (Samantara & Sharma, 2016).

In some instances, interpersonal conflict can become antagonistic and dysfunctional if there is interaction of different people with different personalities. The existence of a large number of employees with wide variations in personalities often gives rise to complex antagonistic

psychological relations within the internal environment of an organisation (Hamayun et al. 2018). Not only does interpersonal conflict arise from personality and the interaction of people with different natural attributes, but it also arises due to several other factors within the organisation such as trust deficiencies, status quo threats, religious issues, and political governance systems, segregation based on race and ethnicity and so on.

2. 5.4 Worker diversity and preferences

Recent research by Adams and Sekaja (2020) has demonstrated that most organisations are staffed with a diverse range of employees such as Generation X and Generation Y (millennial). These different types of generations are normally identified using birth years as the identification criteria followed by a description of the characteristics of each generation. These different types of generations of employees are found in different combinations in both private and public sector organisations (De Vries et al., 2016). For example, Generation X is the demographic cohort of employees born between 1960 and 1980 and commonly refers to that group of employees who followed the baby boomers and the millennial also known as Generation Y (Bejtkovský, 2016). Generation Y (millennial) is another group found within the workforce and refers to those employees who were born between 1981 and 1996 (Bejtkovský, 2016). Generation Y (millennial) are those employees existing in organisations born between 1982 and 1996 while Generation Z is the newest generation born between 1996 to 2015 (Adams & Sekaja, 2020). Managing and leading such combinations of employees with different characteristics and attributes is complex and requires astute leadership skills (Mencel et al., 2016).

A description of the different characteristics of the different generations of employees found in organisations helps to lay bare the complexities that leaders are faced with in reconciling the differences in work behaviours exhibited by these employees. In a study conducted by Wright et al. (2014) on workplace diversity, the authors identified that Generation X employees are more direct than either Generation Y or Z, are committed to their jobs but require work-life balance at the same time. On the downside, Generation X employees are more sceptical and less trusting of their senior management. Urwin et al. (2013) added that Generation X employees are often rated as the best overall workers because they embrace even negative feedback and are less vocal, and less questioning even if they do not agree with what management is doing whilst on the downside they do not like overtime work. Generation Xers are also described as employees who always seek to improve themselves and collaborate more naturally in the workplace, though they are not technologically

savvy and choose to do things the traditional less technical way (Urwin et al., 2013). On the other hand, Wright et al. (2014) further described the characteristics of millennial (Generation Y employees) as comprising a generation that is too critical, too analytical, technically savvy and desires more praise, recognition and growth in the workplace but hates critical feedback than Generation Xers. Millennial often pose a challenge to leaders at the workplace because they do not normally like to be told what to do but desire to do things in their peculiar way (Espinoza & Ukleja, 2016).

Millennial are also less trusting of their leaders especially those who run institutions that are not aligned with Millennial' values or political views (Wright et al., 2014). However, Generation Z employees are the newest generation of employees who are known to be technologically competent, and able to adapt quickly to new developments within the business and technological environment than their predecessor generations (Mathieu et al., 2019a). Furthermore, Generation Z employees are highly ambitious and capable of performing multi-tasks compared to the other generations of employees (Mathieu et al., 2019a). However, on the downside Generation Z poses a challenge to the leaders in the sense that they are more cynical, favours a realistic outlook rather than the idealism of their predecessors and worse still they do not value teamwork but individual performance (Mathieu et al., 2019a).

Thus, to this end, it is clear leaders in organisations leading a diverse workforce including different generations are faced with the complexity of reinforcing an inclusive working culture that integrates both demographic diversity and generational diversity of thought into a cohesive workforce that is effectively focused on achieving organisational goals.

2.6 External Environmental Complexities Affecting Leadership Effectiveness

The focus of this section is to discuss the external environment and its characteristic complexities. The external environment arises from rapid changes in the technological, political and socio-economic environment which requires different leadership approaches. The following sections discuss the various types of external environmental complexities which affect leadership effectiveness.

2. 6.1 Entanglement of several agents and multiple competing interests

The interaction of different people with different agendas and expectations tensions and competing interests poses one of the most daunting complex phenomena affecting leadership effectiveness in organisations (May et al., 2016). The external environment of public sector institutions is often

complex given that there are several stakeholders entangled in some form of rivalry to gain influence in the manner in which are run (May et al., 2016). More often the external environment of public sector institutions is made up of an entanglement (mixture) of stakeholders with multi-faceted interests such as communities, politicians, civil society organisations and bureaucrats regarding how things should be run.(Hueske et al., 2015). The existence and entanglement of several external agents in the broader external environment is plausible and compatible with the situation prevailing in municipalities, whereby there are so many actors having vested interest in the manner in which municipalities are run and some of the forces are so powerful and have got legitimate power (Hueske et al., 2015).

2. 6.2 Technological changes

The twenty-first (21st) century has become to known as a century of immense technological change (Gilpin, 2018). The main determining factor that distinguishes the 21st century from previous centuries is the intensity and speed of technological change (Hueske et al., 2015, Gilpin, 2018). This phenomenon of rapid technological changes has unfortunately been seen as a threat by public sector leaders hence the low-level rate of responsiveness towards adopting new technological ways of doing business and providing services to the people. However, the growing number of young adults making up a large part of the population in many developing countries has brought pressure to bear on many public sector leaders to utilise technologies to provide better quality services, especially in the area of communication, community liaison and provision of basic services (Riege & Lindsay, 2006). Furthermore, suppliers, auditors, civic society organisations, donors and even residents have brought enormous pressure on the public sector to embrace new technologies as a measure to improve the efficiency and effectiveness of the municipalities.

Technological change has forced changes in basic managerial functions and has led to added pressure and emphasis on using computer-based management science techniques technology for planning, decision-making, control, and coordination purposes which inadvertently put pressure on leaders without higher intellectual capability (Cherunilam, 2021). The complexity arises from the fact that demands for efficiency, and higher responsiveness to customer/clients' demands for better quality services have put unanticipated pressure on leaders to embrace new technologies which has unintendedly produced a strain on managers and other individuals, potentially affecting morale, productivity, and output (Cherunilam, 2021). Another challenge that has faced leaders in the public sector is related to the fact that new technologies have become addictive to the young workforce

especially the millennial and Generation Z employees to the extent that these employees have become more loyal to their professions rather than to the organisations they work for (Mathieu et al., 2019a). Though new technological changes are deemed beneficial to organisations in the form of producing high-quality products and services, faster processing speeds, cost reduction and many other benefits the downside has been the fact that the technologies keep on changing and require frequent adaptation which can become costly and strenuous sometimes for leaders to cope (Boulton et al., 2015).

2. 6.3 Socio-demographic changes

Socio-demographic changes refer to adjustments in the structure and composition of people's age, gender characteristics, income distribution, levels of literacy and education, tastes and preferences as well as their population densities (Chapple, 2000). Complexity in the socio-demographic environment arises from the fact that the world is continuously witnessing a demographic structure that is in a constant trend of changing from one form to the other. In some cases, the demographic structural changes require leadership to adjust quickly to the new demands emanating from the socio-demographic environment. For municipalities new socio-demographic changes require new approaches to governance, communication and community liaison strategies. Every geographical area under a municipality is likely to have different socio-demographic characteristics which put pressure on leaders to become adaptive in the manner in which they communicate and provide services to people as well as changes in marketing strategies (Lieske et al., 2014). So leaders need to engage in regular analysis of the socio-demographic characteristics of their operating environment so that they make informed and appropriate decisions that resonate with the prevailing environment.

2. 6.4. The political environment complexities

The political environment of the local government institutions is made up of several political actors like political parties, civic society organisations, and the various laws, policies and regulations that emerge in different forms, styles and orientations (Kersbergen & Waarden, 2004). The entrenchment of democracy in South Africa and the world at large has seen the emergence of an unprecedented number of a wide variety of political forces from different philosophical persuasions who occasionally exert enormous pressure on public sector leaders (Mathieu et al., 2019b). The leadership in the local government institutions such as municipalities are faced with political complexity in the sense that they face difficulties in satisfying the competing interests of all these political and legal formations. Organisation strategy is in some measure affected by political factors (Cherunilam, 2021).

Complexity in the political environment arises from the conflicting interests of various pressure groups, interest groups political parties differing ideologies, opinions, manoeuvres from civil society organisations, and resident associations all requiring the attention of the leadership in the local government space (Remi Aiyede, 2003).

A key challenge that faces public managers is the issue of political administration dichotomy. According to Shafritz and Hyde (2012), the politics/administration dichotomy paradigm advocates for a structure of public administration that is characterised by a separation of powers between state administration and politics. The main idea of the politics/administration dichotomy is that of "separating politics and the administration functions of government as a strategy for promoting efficiency and effectiveness" (reference). Thus, to achieve the smooth running of the administration, the paradigm called for the sourcing of intellectuals and the intelligentsia in the running of the administration function (Shafritz & Hyde, 2012). Regrettably, in many instances, this dichotomy has not been fully respected and what has been witnessed instead has been a surge in political interference in the running of local government institutions (Reddy, 2016b).

2. 6.5 Economic environmental complexities

The influence of economic factors on organisations is high and formidable (Han et al., 2001). Examples of economic factors in the external environment giving rise to environmental complexities include continuous changes in consumer spending patterns, periodic variations in the income levels of the population, periodic variations in household purchasing power and subsequent variations in aggregate demand and supply (Han et al., 2001). Some of these economic factors are directly pertinent and of great concern to leadership in local government such that they require effective monitoring. Changes in consumer spending patterns, periodic variations in the income levels of the population, periodic variations in household purchasing power and fluctuations in employment levels all affect the overall revenue of municipalities. Economic forces in the external organisation environment require greater leaders to become flexible, and adaptable when making strategy. In the South African context, there has been a series of economic fluctuations that have hampered the smooth planning and smooth implementation of local government infrastructure programmes. For example, the prolonged recession that engulfed South Africa from 2008 to 2014 and the recent emergence of COVID-19 have contributed to a further downturn in the economy of the country and have brought about enormous pressure on public sector managers to deliver in such a constrained economic

environment (Pricewaterhouse Coopers, 2020). Flowing from this, it is clear that during times of economic recession revenues accruing to municipalities often decrease as residents and corporates are constrained in terms of paying rates for services provided (Pricewaterhouse Coopers, 2020). Complexity then arises when residents' expectations of quality service delivery and pressure to deliver are so high against constrained budgets. This then requires leaders with unique abilities to lead in such a complex environment.

2.7 Effective leadership strategy suitable for optimising organisational performance

Many scholars such as Wolinski (2010), and Cartwright and Cooper (2012) hold the view that one leadership style and strategy is not adequate to optimise organisational performance. Instead, research has shown that each leadership has its disadvantages and is also effective in peculiar situations and environments but not effective in all environments (Northouse, 2016). For instance, the strategy of being transformational in an organisation can be effective when the identified results in an organisation-wide buy-in and envisaged changes bring success but is susceptible to sabotage and resistance by employees and other strategies thus, it is susceptible to the risk of a bad result. The strategy of being a democratic leader can be beneficial in getting consensus from a majority of employees and motivating employees but has the risk of getting advice, input and consensus from inexperienced less knowledgeable employees hence the result will be poor organisational performance (Wolinski, 2010). Democratic and participative leadership strategy though motivational to employees has the added disadvantage of being difficult to coordinate the various groups among the employees. Autocratic leadership can help force employees to do work in a manner that the leader desires but has the disadvantage of demotivating employees and resulting in poor quality work (Wolinski, 2010). Transactional leadership strategy also helps get work done but breeds employee resentment towards the leader based on being viewed as insensitive and kills creativity and innovation just like what autocratic leadership does (Cartwright & Cooper, 2012). Laissez-faire leadership is advantageous in circumstances where all employees are competent, mature, self-motivated and capable of performing their work but this is rarely the case in all in an organisation hence the probability of getting inappropriate results increases (Cartwright & Cooper, 2012).

One major characteristic of traditional leadership strategies notably the democratic, autocratic, transactional, laissez-faire, and transformational is the firm assertion that organisations can be successful if led by a single person with certain characteristics, traits, attributes or abilities (Bass & Steidlmeier, 1999). Such leadership strategies such as autocracy, charismatic, transformational,

transactional, laissez-faire and democratic are based on a deterministic view of organisations and follow a mechanistic rigid process approach which is simplistic and suitable for simple situations but ineffective in non-linear organisational environments of the modern world (Gray Sr, 2013). None of these strategies helps to convincingly explain how each of the leadership strategies can be effective in terms of optimising performance in complex organisations (Northouse, 2016). Autocratic, charismatic, transformational, transactional, laissez-faire and democratic leadership strategies of the world are too hierarchical and follow a control-ridden approach that follows a mechanistic approach which is highly inappropriate in modern-day organisational environments (Obolensky, 2014).

The complexity in an organisation is characterised by having too many agents interacting either independently or interdependently and having competing interests and priorities within the organisation in addition to being faced with environmental uncertainties, changes and turbulence that requires a hybrid combination of administrative, adaptive and enabling leadership (Northouse, 2016).

Recent research by Uhl-Bien et al. (2007); Dimitris (2013); Obolensky (2014); Arena and Uhl-Bien (2016); Thompson et al. (2016); and Northouse (2016) have demonstrated that the most effective leadership strategy is the complex adaptive leadership strategy because it comprises of a hybrid mixture of all the leadership styles but also incorporating aspects of situational leadership, contingency leadership, adaptive leadership, enabling leadership and administrative leadership approaches which are exercised contingent to their appropriateness to a given environment. Complex environments require a kind of hybrid leadership style much akin to the style envisaged in the complex adaptive leadership theory which encompasses the application of administrative leadership using administrative procedures to ensure compliance with existing legislation, set procedures and systems, adaptive leadership when the environment is faced with sudden changes and enabling leadership to transition people and their organisation towards the new trajectory brought about by new changes (Northouse, 2016).

Obolensky (2014). Suggests that the leadership style required for non-linear more complex and chaotic systems for adaptability, openness and an understanding of the relationships of the whole, not just the rigid control-ridden approaches which often result in failures during periods of uncertainty. To optimise organisational performance, leaders need to adapt their styles for continuous change and uncertainty (Ahn et al., 2004).

It is important to note that the complex adaptive leadership has its origins in the situational leadership theory advanced by Hersey Blanchard and the Contingency theory of leadership advanced by all explained in Section 2.2. As explained earlier in Section 2.2 the situational leadership theoretical approach advocates that there is no single leadership strategy/approach that can be considered to be the best (Cherry & Mattiuzzi, 2010). Furthermore, the situational leadership theory asserts that the most effective leadership strategy encompasses the ability to adapt a leadership approach or style to the situation prevailing at the given time and further involves looking at cues such as the type of task, the nature of the group, and other factors that might contribute to getting the job done (Cherry & Mattiuzzi, 2010). The adaptive leadership approach which is one of the strategies that form part of the complex adaptive leadership approach has some similarities with the situational leadership theory.

In a study conducted by Obolensky on leadership styles incorporating 15 years of research involving 1,500 executives in 40 countries around the world, the study concluded that the more complex things become for organisations, the less traditional directive rigid control-ridden leadership is required (Obolensky, 2014). The study further concluded that leaders and organisations operating in real-world environments need ways of adapting and coping (Obolensky, 2014).

Aside from the propositions of various authors in favour of a hybrid leadership structure comprising a complex interaction of administrative, adaptive and enabling leadership (Complex Adaptive leadership). The propositions for a hybrid leadership structure comprising a complex interaction of administrative, adaptive and enabling leadership is plausible as far as optimising organisational performance is concerned. Firstly, complex adaptive leadership strategy aids the leader to ensure organisational performance in all situations by using an approach that appropriately optimises organisational performance in a given environmental set-up. For instance, when the environment is stable, the leader uses the administrative approach, when the environment is unstable, turbulent and changing, the leader uses the adaptive leadership approach whereby the leader takes a flexible approach to cope with the new demands of the situation. Adaptive leadership will involve diffusing organisational tensions, negotiating with stakeholders to reach a consensus on the way forward, reaching compromise, and making strategic alliances with stakeholders and other interacting agents to make things move smoothly for the organisation. Furthermore, during unstable environments, the leader also adopts enabling leadership which encompasses the provision of performance support, resource allocation, coaching, mentoring, reward and recognition, and motivational strategies to enable employees to perform well which will eventually lead to optimal organisational performance.

Secondly, complex adaptive leadership style optimises organisational performance in the sense that it is a leadership that assumes of being a leadership style of "many by many". It involves all interacting agents within and outside the organisation having a stake in the manner in which the organisation is run, hence it helps to motivate not only employees working for the organisation but also other stakeholders concerned with the sustainable existence of the organisation. The next section discusses strategies for improving leader effectiveness in organisations.

2.8 Improving the effectiveness of the leadership in an organisation

The focus of the last section was on identifying and discussing the most effective leadership strategy. The focus of this section is to discuss strategies for improving the effectiveness of the leadership in an organisation. Leadership effectiveness is mainly improved through several strategies namely training and development. Most of the literature on leadership effectiveness supports the notion of organising training and development programs for managers and leaders to improve their effectiveness. For instance, Galperin, Melyoki, Senaji, Mukanzi, and Michaud (2017) posit that leaders need to undergo intensive leadership development programs on communication skills, emotional intelligence, technological skills, complex problem-solving skills and many other aspects. The training program needs to be comprehensively evaluated, monitored and measured to ensure it brings about the desired outcomes on leadership effectiveness (Morra-Imas et al., 2009).

The study conducted by Luria, Kahana, Goldenberg and Noam (2019) entitled "Leadership development: Leadership emergence to leadership effectiveness", involving 854 leaders and 72 trainers resulted in findings that led to the conclusion that leader effectiveness can be achieved through development and undertaking leadership and executive development programs for managers and leaders by experienced trainers. In their study, Luria et al. (2019).dismissed the notion that leaders are born, but advanced the notion that leader effectiveness can be improved through subjecting the leadership and management to leadership training that encompasses various facets of an organisation's environment, people management skills and emotional intelligence training. However, Luria et al. (2019) further concluded that the effectiveness of a leadership development program is also dependent on the availability of effective trainers. This therefore implies that leadership training must be undertaken by highly qualified and effective trainers with greater experience and knowledge about leader effectiveness issues. Beforehand Bolman and Deal (2017:89) equally supported the notion of developing managerial and leadership skills through training and development but advised

that the senior leadership in the organisation must be persuaded to have a buy-in in their development, executive coaching programs, motivational strategies, and emotional intelligence coaching.

Apart from leadership training and development leadership effectiveness can be improved by recognising, and rewarding strong performance by managers and leaders so that they are motivated to continue working hard and furthering the interests of the organisation (Feser et al., 2015). Additionally, Dabke and Research (2016) asserted that leader effectiveness can be improved through the provision of timely and balanced feedback on each leader's performance as it helps to point out areas that need improvement and areas that leaders are doing well.

2. 9 Conclusion

This chapter has discussed the traditional leadership theories, which had gaps that the complexity leadership theory emanating from the swarm theory closed. The complexity leadership theory was discussed as the main theoretical underpinning this study supported the at length the swam theory as the main originator of the complexity leadership theory. The study identified several key important themes of the complexity leadership theory namely:

- Recognising a downward approach to management that acts as a pathway for delegating responsibility.
- The existence of individuals with divergent interests influences the direction that the organisation should take.
- Existence of individuals who engage in self-organisation.
- The existence of innovation is driven by tensions that are inherent in organisations (this theme recognises that tensions are necessary to drive innovation in organisations).
- Leaders change their behaviours from being rigid and conservative to being adaptive, more responsive and flexible due to the changing nature of the business operating environments.

The theory further propounded that the uncertainties and volatility in the business operating environment require leaders to combine three main leadership variables namely adaptive, administrative and action-centred leadership to manage complex environments.

Each leadership style needs to be applied to certain specific situations. For example, when the environment is stable administrative leadership is appropriate but when change becomes evident and inevitable adaptive leadership style is necessary while action-centered leadership is appropriate when dealing with situations when there are competing interests from multi-faceted forces. These findings

suggest that in general, the presence of various stakeholders with competing interests breeds a fertile ground for the creation of tensions as alluded to earlier by Belrhiti et al. (2018) who argue that tensions are necessary in an organisation because they help bring about transformative change and innovation. The art of managing personnel through the creation of tensions was mastered by Jack Welch during his time at General Electric and it helped to drive innovations that gave the company a competitive advantage. This thesis has provided a deeper insight concerning the heterogeneity of agents and diversity of cultures, mentality and thinking and orientation is beneficial to organisations in terms of bringing about innovations and transformation. The complex leadership style makes these findings less generalisable to private sector organisations. Notwithstanding, these limitations, the study suggests that organisations often face complex internal and external environments which require three sets of leadership styles namely adaptive, administrative and enabling leadership. The next chapter discusses the effectiveness of leadership in South African municipalities.

CHAPTER 3

EFFECTIVENESS OF LEADERSHIP IN SOUTH AFRICAN MUNICIPALITIES

3.1 Introduction

The previous chapter discussed the theoretical framework underpinning the study namely the complex adaptive leadership theory and supported by the swam theory of leadership. The previous chapter also discussed the pitfalls of traditional leadership theories that preceded the complex adaptive theory. The strengths and weaknesses as well as the relevance and applicability of the complex adaptive theory to the study, were discussed. In this chapter, the focus is on leadership in general, and leadership in South African municipalities. Challenges facing leadership in South African municipalities are also discussed in this chapter. The chapter also discusses the effectiveness of leadership in South African municipalities.

3.2 General overview of leadership

The previous section introduced the contents of the chapter. This section provides a general overview of leadership. It is believed that, in all its facets leadership plays a fundamental function in different settings or circumstances such that the prosperity of every enterprise is reliant on it (Deinert et al., 2015). In this regard, there is some evidence that the effectiveness of public entities in carrying out their mandate in their respective communities is an essential feature of good leadership that is associated with economic growth (Ndofirepi et al., 2017). Thus, taking into consideration that most public entities internationally are inundated with ethical depravity and lousy governance along with other challenges, leadership has gained prominence in contemporary discourses (Vainker & Bailey, 2018). A notable example is that Political leaders' power of governance considerably influences the distribution of power and resources in addition to facilitating the creation of associations with stakeholders that allow for the making of decisions that have significant outcomes on the welfare of the community.

It has been argued that some failures experienced in most countries particularly those in Africa, including South Africa, emanate from recurrent leadership alteration, philosophy, policy problems, fragile institutional models, futile governance arrangements, inadequate leadership understanding, bad policies, morals and corrupted ethical values (Buzo, 2018). In this regard, the challenges being

faced by African countries are caused by those who are politically powerful such that this has affected economic development.

It is further argued that while the achievement of a country's national goals depends on the effectiveness of its leaders, the major problem facing Africa is the acquisition of leadership positions by people whose intention is to attain social transformation which has jeopardised democracy Mainwaring (2018) and Kalter et al. (2018). In this Chapter, leadership is defined and the various models and styles of leadership are discussed. In addition, leadership practised in South Africa's Municipalities will be discussed, with a major bias on their effectiveness in enhancing service delivery. It is believed that while the notion of leadership is a multifaceted phenomenon, such that it is difficult to generate, develop and use a collective characterisation, it can be understood in an administrative context as the provision of required outcomes in an efficient, effectual and acceptable way (Wright et al., 2012). This implies that leadership refers to the features that permit an individual to influence others such that it can be defined as the aptitude to sway the performance of other people in their communal milieu. Thus, in the context of Municipalities, leadership undoubtedly speaks about the procedures by which people who have both political and managerial authority, the likes of executive mayors and municipal managers, can influence other staff members of their municipality and their community members (Sibiya, 2019). It therefore means that, in Municipalities, leadership is regarded as a social influence in which community leaders such as ward councillors, look for deliberate involvement in the implementation of municipal programs by community members to achieve municipal goals. To this end, it is understood that leadership styles applied by the municipality play an essential function in enhancing service delivery and economic growth of local municipalities (Sibiya, 2019). The next section discusses various leadership styles that exist in South African municipalities.

3.3 Leadership styles

The purpose of the previous section was to provide a general overview of leadership. This section discusses the various leadership styles. There are various styles or strategies of leadership, inclusive of autocratic, democratic, charismatic, task-oriented, laissez-faire, transactional and transformational leadership strategies that are applied by those with the capacity to influence the actions of others to achieve shared objectives (Carroll & Simpson, 2012). In this regard, it is argued that leadership is a

blending of strategy and character, such that the laissez-faire, transactional and transformational leadership strategies are the most commonly used leadership styles. Thus, this study gives a more detailed discussion of these three types of leadership styles to find out whether these or other strategies of leadership are used to enhance the effectiveness of service delivery in the municipalities.

3.3.1 Transformational leadership style

It is believed that the concept of transformational leadership was founded by James Burns in 1978, who described it as a process in which the leader and his subordinates assist each other when moving forward with an elevated level of self-confidence and inspiration (Carroll & Simpson, 2012). Furthermore, most people agree that the transformational leadership style places strong reliance on the leader's traits, disposition, vision, bravery and pace-setting (Xenikou, 2017; Algarni, 2018; Daft, 2014). It is therefore claimed that a transformational leadership strategy can produce considerable individual and organisational transformation through aligning opportunities, objectives, perceptions and principles (Odumeru et al., 2013). In this regard, a transformational leadership strategy arouses and transforms subordinates to accomplish common outcomes, by allowing them to be aware of issues in a new way that improves their ability to accomplish team goals.

It was observed that the practice of a transformational style of leadership produces an encouraging transformation in subordinates through caring for one another's interests in a manner that is beneficial to the entire group of people working together towards a common purpose (Hyman-Shurland, 2016). Against this background, there is some evidence to suggest that strong linkages exist between transformational and servant leadership in that they both allow furtherance of growth, progress and independence of the group members (Yukl et al., 2013). Thus, in addition to assuring the accomplishment of an entity's goals, a transformational leadership style ensures that the leaders maintain focus on the importance of the other group members in achieving organisation goals by focusing on the greater good instead of their power base.

Bass who explored the underpinnings of transformational leaders and their effect on motivation and performance in 1985 concluded that people who exhibited transformational leadership traits are hardworking, trustworthy, respectable, royal and admirable (Carroll & Simpson, 2012). This allows the transformational leader's followers to develop ways of changing their current circumstances,

challenge prevailing practices and provide mutual team support. Furthermore, an empirical study carried out by OGOLLA (2020) revealed that transformational leadership has four main elements namely, inspirational motivation, individualised consideration, intellectual stimulation and idealised influence.

It has been observed that through inspirational motivation, the use of a transitional leadership strategy enhances self-belief and engenders a sense of belonging such that encouragement is developed throughout the group (OGOLLA, 2020). Additionally, it has been acknowledged that inspirational motivation is enhanced through the use of leadership communication which is considered key in ensuring that the vision and mission of the entity are circulated to all the organisational members (Carroll & Simpson, 2012). In this regard, effective communication improves inspirational motivation for the entire group to the extent that the team's energy levels are elevated because direction, a positive attitude and a leader's belief in everyone's abilities are frequently highlighted. Thus, inspirational motivation mirrors the "this is a glass half full not half empty approach which produces a can-do attitude".

Most people acknowledge that recognising that individuals have their own specific needs, desires and concerns is a key tenet of transformational leadership (Nehez et al., 2021). Consequently, it has been observed that because of individualised consideration, which is inherent in transformational leadership, leaders practising this style of leadership show encouragement and understanding such that in addition to challenging their followers, they also acknowledge individual contributions to the accomplishment of overall organisational goals. Consequently, followers in turn do well through self-improvement and motivation

Intellectual stimulation ensues from the transformational leader's ability and willingness to involve team members in decision-making. This encourages the team members to be imaginative and inventive in discovering necessary solutions to problems the team will be encountering (Triwahyuni et al., 2014). In this regard, most studies have also revealed that intellectual stimulation results from nurturing and developing the teams which is done by the leader through questioning and allowing subordinates to learn at every opportunity and independent thinking (Triwahyuni et al., 2014; Sözbilir & Yeşil, 2017). Thus, through intellectual stimulation, followers are motivated to see the big picture and their ideas are not belittled or criticised to ensure that they are not discouraged.

It is argued that idealised influence refers to the charismatic transitional leaders' abilities to act as role models for their followers (Tepper et al., 2018). This is achieved through exhibiting a strong sense of commitment, importance and attitude by the leadership, such that it affords the group self-importance, hope and respect for one another.

3.3.2. Transactional leadership style

It is understood that a transactional leadership strategy takes into consideration the exchanges that take place between leaders and their followers, which enable the followers to realise their interests, as its centre of attention (Northouse, 2021). Consequently, the transactional leadership style is regarded as both conventional and administrative in nature because it derives its name from the fact that subordinates obey the leader and in return, they are paid (the transaction). Furthermore, it is agreed by most people that subordinates have a limited say in their reward apart from that which is decided by their leader (Sözbilir & Yeşil, 2017). It is also believed that subordinates are subject to punishment if tasks given to them are not completed or correctly executed. This implies that the focus of transactional leadership is on short-term tasks and goals and the opportunity for creativity, self-development and expression is severely limited.

However, some people espoused that by practising a transactional leadership style, a leader makes simpler subordinates' responsibilities, performance targets and the tasks that they are obliged to finish (Ejere & Ugochukwu, 2013). That is believed to be the reason why this type of leadership style is very concerned with sustaining the prevailing circumstances and motivating followers through entering into contractual agreements with them (Odumeru et al., 2013). To this end, an empirical study reveals that various researchers have discovered that leaders who practice a transactional style of leadership when maintaining an entity are probably more trusted among their subordinates (Xenikou, 2017).

It is argued that transactional leadership which has four main elements shares common attributes with servant leadership such as capacitating, providing foresight, trust, vision and integrity and is committed to the follower's growth and awareness (Rodrigues & Ferreira, 2015). The four elements

include contingent reward, active management by exception, laissez faire and passive management by exception.

It has been observed that with contingent reward, the work that a subordinate is tasked to carry out is elucidated and the enticement associated with the execution of the work motivates the employee to get the work done (Tepper et al., 2018). Most people also concur that, the other element of transactional leadership styles, active management by exception, implies that an employee's performance is strictly supervised and curative measures are implemented to ensure that the employee's performance conforms to set standards (Rodrigues & Ferreira, 2015). Concerning laissez-faire, it is opined that leaders who use a transactional leadership strategy, exploit a hands-off indifferent approach to the team by ignoring the team members' requirements or challenges and by not even soliciting their opinions in decision-making processes (Xenikou, 2017). The use of passive management by exception implies that unsatisfactory work performance is used as an excuse to subject the employee to punishment.

3.3.3 Laissez-faire Leadership style

It has been argued that the laissez-faire leadership style signifies the nonexistence of collective exchange, ethical power, principles and incentives to accomplish common objectives such that followers' advancement represents a deficiency of leadership (Northouse, 2021). Thus, taking into consideration that the laissez-faire leadership style gives up responsibility, impedes the decision-making process, and portrays minimal interest in the follower's advancement, it is regarded as leadership avoidance. The next section discusses factors of leadership.

3.4 Factors of leadership

This section discusses the factors of leadership. It is believed that there are four major factors of leadership, namely the leader, the followers, communication and the situation (Sharma et al., 2013). These factors are affected by various forces and these include the leader's rapport with seniors, the skills of the subordinates, the availability of informal leaders within the entity and the way the organisation is designed and structured.

3.4.1 Leader

It is incumbent upon the leader to have a sincere perception of who the leader is, what the leader knows, and what the leader can do bearing in mind that the team members or subordinates are the ones who decide whether the leader has failed or succeeded in leading the team (Trépanier et al., 2016). This implies that lack of trust and confidence in the leader has the potential to frustrate the followers making it imperative that the leader has to convince the followers to be successful.

3.4.2 Followers

It is agreed that people are not similar such that they require dissimilar approaches of leadership when managing them (Sharma et al., 2013). For example, while a newly employed individual needs additional supervision as compared to an experienced employee, a person who is demotivated needs a different leadership strategy unlike that for one exhibiting a high degree of motivation. This implies that the leader must have a clear appreciation of human nature, wants, feelings, and inspiration.

3.4.3 Communication

It is argued that communication as a factor of leadership involves the execution of leadership roles through two-way communication which involves to a considerable extent, non-verbal communication (Kovjanic et al., 2012). This implies that there is a need for the leader to be exemplary to ensure that what they ask the followers to do is what the leader is willing to do and not beyond the leader's capability. Additionally, it is imperative to take into consideration that what and how the leader communicates either sustains or jeopardises the relationship between the leader and the followers.

3.4.4 Situation

It is common knowledge that leaders encounter varied situations that require different approaches and strategies when articulating them. Consequently, most people acknowledge that what the leader does in one situation may not be adequate in addressing a relatively different situation (Malik & Sciences, 2013; Mwema & Gachunga, 2014; Arham, 2014). This means that a leader needs to use his/her opinion when deciding on the best option for effectively addressing the situation and the leadership strategy needed for that particular situation. For instance, a leader may need to make a follower to be accountable for unsuitable manners, but this does not have to be done promptly or very late, harshly

or too weakly so that the outcome effectively addresses the issue of inappropriate behaviour. Additionally, it is also strongly understood that the circumstances surrounding a particular situation normally have enormous consequences on the leader's actions than the leader's traits because regardless of having a remarkable constancy for a period of time, traits are not consistent across situations (Mwema & Gachunga, 2014). The next section discusses the historical development of local government in South Africa during the pre-apartheid era, apartheid era and post-apartheid era.

3.5 Historical development of local government South Africa

The previous section discussed the factors of leadership. This section discusses the historical development of local government in South Africa during the pre-apartheid era, apartheid era and post-apartheid era. The historical development of local government in South Africa can be divided into the Pre-Apartheid Era dating from 1909 to 1948 which was characterised by colonialism and segregation, the Apartheid Era Policies dating from 1948 to 1994, the Democratic South Africa from 1994 to date, which is characterised by new policies and arrangements and the New Policy Framework and Institutional Landscape.

3.5.1 Pre-Apartheid Era (1913–1948):

It is argued that the Natives Land Act (Act No. 27 of 1913) which is the original, official and most significant law of segregation sustained and strengthened the ideology of ethnic intolerance by disenfranchising the black people by depriving them of their land acquisition rights and rights to use resources required for socio-economic development (Mahlangueni, 2018). Scholars such as Phillips, Lissoni, and Chipkin (2014). agree that the Act can be blamed for socio-economic disintegration, unaccountable local authorities, and absence of essential services experienced in selected black areas or reserves. The promulgation of the Natives (Urban Areas) Act 21 of 1923 together with the development of the Native Advisory Boards resulted in the institutionalisation of spatial divisions between blacks and whites (Mahlangueni, 2018). This was accomplished through the establishment of locations, townships and reserves or Bantustans for the black South African people which made it easy to officially control the movement of blacks into white-selected areas. It has also been strongly argued that passing laws, removing slums and changing administrative control to black local authorities shifted the burden of service delivery from the white-elected councils to the local

leadership of the Bantustans (Mahlangeni, 2018). Administrative control was shifted from white-elected councils to leadership within the rural areas which included inherited leaders or chiefs, managerial representatives or headmen who were appointed by the government (Phillips et al., 2014). However, it is observed that the leadership within the reserved areas was depicted as ethnic, patrimonial rule and colleagues of the government by critics of the Bantustans (Phillips et al., 2014).

3.5.2 Apartheid Era Settlement Policies (1948–1994)

It is acknowledged that the Group Areas Act No. 41 of 1950 (as amended into Act No. 36 of 1966), was enacted in conformity with the Population Registration Act of 1950, the Bantu Authorities Act of 1951, the Bantu Affairs Administration Act 1971, and the Black Local Authorities Act of 1982 (Buhlungu et al., 2007). It has also been noted that the Group Areas Act was aimed at removing blacks from business-related and industrial developments in cities by confining them to the Bantustans or homelands and other underdeveloped reserves (De Kadt and Larreguy, 2018). Thus, the Act allowed the Apartheid regime to enforce suburban separation, substantial compulsory displacements and resettlements. It is argued that Bantustan homelands inclusive of QwaQwa, KwaZulu, Transkei, Ciskei, Bophuthatswana, KaNgwane, Gazankulu, Venda, Lebowa and KwaNdebele segregated black people into ethnically designated areas or reserved homelands with self-governing privileges that served as a source of cheap labour (Phillips et al., 2014). Blacks reserved Bantustans for black, native South Africans categorised as non-Europeans (De Kadt & Larreguy, 2018). This implies that the establishment of homelands enabled the regulation of the public and political activities of the black people were then regulated in accordance with homeland administration procedures inclusive of operating permits, labour reservoirs and tribal leadership.

Unquestionably, the use of racial disintegration and discrimination by South Africa's apartheid government as a strategy for separate development resulted in economic displacements, socio-economic variations based on race, lack of administrative competence, preferential treatment based on royal lineage, and a futile structure of administration (Daniel, 2018). For instance, the Native Laws Amendment Act of 1952 provided for black labour control by extending the arms of the passed laws (Govender & Reddy, 2019). Additionally, the Bantu Affairs Administration Act (1971) made the creation of Administration Boards and Community Councils in all municipal areas which were accountable to the Regional Employment Commissioner compulsory (Koma, 2012a). It is apparent

that these arrangements were intended to shift the responsibility and accountability for the administration of the municipal areas. Consequently, it is acknowledged that to ensure that there was limited development the municipal areas were denied access to sources of revenue, deprived of decision-making authority and human capacity and had no support from the communities (Govender & Reddy, 2019).

It is believed that systems that were put in place by the apartheid regime which perpetuated white elitism resulted in mounting frustration amongst the blacks living in townships (Mahlangueni, 2018). For instance, the 1982 introduction of municipal restructuring through the replacement of Community Councils with Black Local Authorities failed to attain the expected tactical outcomes (Koma, 2012a). As a result, prearranged civil remonstrations and consumer boycotts of rents and service charges erupted such that the townships were unmanageable and local authorities collapsed. It also alludes that local authorities collapsed because their leadership was typified by bureaucratic customs, dictatorial rules, maladministration among black municipal officials, and ill-advised interferences which were usually disconnected from the basic socio-economic demands of the black people (Madumo, 2015). The next section discusses the current municipal structures in South Africa.

3.5.3 Current Municipal Structures in South Africa

This section focuses on discussing the current municipal structures in South Africa. It is generally recognised that the Municipal Demarcation Board and the provisions of the Municipal Demarcation Act 27 of 1998 give municipalities the authority to administer and manage a precisely distinguished territory or area of influence (Nxumalo & Whittal, 2013; Koma, 2012b). Thus, municipalities are designed and organised in a manner that allows them to address issues of capability and socio-economic performance. It is further opined that the Municipal Structures Act (Act 117 of 1998) is the legal and structural basis for the development of municipalities (Nxumalo & Whittal, 2013). Accordingly, the Act prescribes the authority and purpose of each type of municipality, regulatory procedures of the internal arrangements, procedures of assigning office-bearers and for selecting electoral systems. It is also provided for in the Municipal Structures Act (Act 117 of 1998) that municipalities are developed and categorised in conformity with systems of governance inclusive of a collective executive system, mayoral executive systems, a plenary executive system and sub-council participatory system. It is understood that the use of the collective executive system ensures that

several local municipalities fall under a municipal council or district executive whose mandate encompasses ensuring the delivery of developmental programs to the municipalities (Madumo, 2015). Thus, the local municipalities collaboratively share power and inclusively participate in decision-making processes with the district municipality in the area of influence they are located.

It is argued that the executive mayor directs the mayoral executive structures with the help of a mayoral committee composed of councillors (Wollmann, 2008). This makes it apparent that the executive leadership and authority are assigned to the mayor leaving the municipal manager with the responsibility to administer all duties of the municipality. It is further acknowledged that, in the plenary executive, the power and decision-making authorities are vested in the mayors or municipal councils and there are no speakers or executives (Meyer et al., 2017).

The sub-council participatory system enables the creation of council committees that are directed in a manner that allows them to perform specific tasks. An example is the portfolio committees that focus on specific areas like local economic development, health services, infrastructure, sport, and recreation facilities (Understanding Local Government, 2014). These committees make recommendations to the council in terms of the municipal's mandate and programme of delivery. Ward participatory systems apply to municipalities with a ward committee model. Scholars such as Nyalunga (2006) submit that these committees are elected by the council and take part in making recommendations in terms of integrated development planning (Understanding Local Government, 2014). The next section focuses on leadership challenges in South African municipalities.

3.6 Leadership Challenges in South African Municipalities

The previous section focussed on discussing how the historical development of local government South Africa and current municipal structures in South Africa affect leadership. This section focuses on discussing the leadership challenges facing South African Municipalities. A number of the problems being experienced by municipalities in South Africa which are linked to service delivery or the lack of it were identified in the 2011 Local Government Turnaround Strategy (LGTAS) and the State of the Cities Report, even though to this date some of these problems are still existent (Madumo, 2015). For instance, corruption and maladministration coupled with lack of governmental ability are the outstanding characteristics attributable to municipalities' failure to operate efficiently and eventually provide the requisite quality of services. It has also been explained that protests being

witnessed in municipalities has a link to leadership challenges or a deficiency of good leadership in the affected municipalities (Bohler-Muller et al., 2016). Nevertheless, it is expected that political office bearers in municipalities who are the leaders have the capacity to influence the performance of the municipality's staff members to ensure that there is an improvement in the quality and standard of living for the citizens (Bohler-Muller et al., 2016).

It is arguable that increases in the number of protests relating to service delivery, where angry residents blame the municipalities for ineffectiveness, wrongdoing and dishonesty, support the belief that municipalities in South Africa, are in a leadership crisis (Mbandlwa et al., 2020). Thus, notwithstanding that it can be contested that protests taking place in the guise of poor service delivery may be associated with socio-economic difficulties, particularly unemployment, poverty and inequality, it is imperative to scrutinise the way leadership styles or strategies are being implemented in South African Municipalities. Scrutinising the challenges being faced by the municipalities is therefore important in determining the leadership practices that are being implemented by the municipalities when carrying out service delivery programs. In this regard, taking into consideration the characteristics of the laissez-faire, transactional, and transformational leadership styles and using them when scrutinising the challenges being experienced in the municipalities will allow for the identification of the leadership styles commonly adopted and used in South African municipalities.

It has been observed that among the challenges bedevilling the South African local government, includes the lack of effective leadership ethics. This has been identified as one of the major challenge affecting service delivery (Koma et al., 2016). It is also argued that maladministration and corruption are common challenges being experienced across local governments in the country (Mbandlwa, Dorasamy, & Fagbadebo, 2020).

It has been suggested that a lack of moral principles in South Africa's local government has resulted in municipal leadership exhibiting conduct that is not acceptable and has detrimental effects on public service delivery (Berman et al., 2019). In fact, a serious weakness of most municipal leadership is that, while leaders are expected to be answerable for their actions at all times, the municipal leaders manifest unacceptable ignorance about this as they are always seen not to be fair and ethical (Babalola et al., 2019).

It is argued that unethical behaviour considerably deviates from the principles of leadership which provide that leaders must be seen as being habitually ethical in both their private and professional lives (Berman et al., 2016). Critics have therefore argued that most municipal leaders are not able to make use of the tools of their leadership position to encourage ethical conduct at work to enhance public service delivery (Berman et al., 2019; Fraedrich et al., 2005; Babalola et al., 2019). What is also interesting about this deficiency in leadership ethics is that the municipal leaders' unethical conduct is contrary to the notion that they are supposed to act as role models in their communities by modelling ethical conduct to the public to make moral values conspicuous. It is also arguable that the failure to act as a role model by the leadership is indicative of a lack of idealised influence, a critical dimension of transformational leadership that denotes a leader's ability to become a model for his followers (Van Dooren et al., 2015). This therefore implies that municipal leaders are not applying their utmost proper and principled standards towards subordinates and followers, but are alternatively practicing their positional influence and authority in leading the followers.

It is also claimed that municipal leaders are failing to put in place and transmit ethical standards and enforce adherence to the standards through the use of rewards and punishments (Babalola et al., 2019). In this regard, most people agree that to improve public service delivery, there is a need to ensure that leadership morality is restored in municipalities to safeguard municipal resources and reinforce the relationship between municipal workers and the residents of the communities (Van Dooren et al., 2015; Babalola et al., 2019). Taking into consideration that municipal leaders are failing to use incentives to ensure employee adherence to set standards makes it doubtful that a transactional leadership strategy is being employed in the municipalities. As already mentioned, the use of the transactional leadership style which is characterised by reward and punishment allows leaders and their followers to discuss tasks and the associated rewards such it allows for the formation of a collective agreement between the follower and the leader (Mbandlwa et al., 2020).

3.6.1. Indicators of deficiencies in leadership ethics

It has been observed that local government in South Africa is linked to the stigma of malpractice. Fraud and corruption being at the centre of as main indicators of deficiencies in leadership ethics (Van Dooren et al., 2015). In this regard, it has been claimed that some leaders have been suspended on convictions such as receiving bribes, mismanagement of finances, misrepresentations of the truth,

nepotism, irregular appointments, and many other maladministration practices that shows lack of ethics. (Mbandlwa et al., 2020). This implies that some of the unethical behaviour that has ensued in the suspension of some of the municipal leaders is related to the appointment of people who do not have the requisite qualifications for the jobs they were engaged for.

Concerning cases fraud and corruption committed by municipal leaders, continue to surface on the public media. A notable example is a report by SABC News Online (2018) which revealed abuse of office by some of Elias Motsoaledi Municipality's leaders who were subsequently suspended. It is reported that they invested considerable amounts of money in the Venda Building Society Mutual Bank, despite that the council had highly criticised the investment because of the risks associated with it. This revelation seems to suggest that the provisions of the transformational leadership theory, that there must be an emotion-based relationship between the leaders and the positions they are entrusted with that compel the leaders to make use of the trust and confidence that are placed in them.

Another example of unethical conduct is available in a report by Stander et al. (2017) which details the suspension of senior municipal officials in Bitou local municipality over allegations of maladministration which are tantamount to unethical behaviour. It is revealed that senior officials at the municipality were suspended over allegations of irresponsible expenditure of municipal funds, and meddling with municipal worker's engagements and procurement processes (Bole, 2014). It is asserted that this lack of reliability, integrity and dependability by the senior municipal officials of Bitou local municipality is a clear violation of the principles of good leadership enshrined in more contemporary leadership, particularly the transformational, and transactional styles of leadership (Bole, 2014, Mbandlwa et al., 2020; Babalola et al., 2019).

As already mentioned in this study, researchers agree that the challenges being encountered by municipalities in South Africa are indicative of an astounding deficiency in good leadership qualities and capabilities (Babalola et al., 2019). These challenges include poor service delivery, inconsistent implementation of procedures for appointing new employees, irregularities and deficiencies prevalent in the execution of procurement procedures, , raised concerns for the need for consultation and the absence of collaborative engagements of the business communities by the municipalities (Simoes & Esposito, 2014). In a study conducted by (Mbandlwa et al., 2020) on challenges faced by municipalities in South Africa, these challenges also surfaced but the issue of the leadership style or

strategy which is being practised by leaders of the local municipalities was not addressed making it imperative for this study to investigate and find out the leadership styles being deployed.

There is a strong possibility that political intrusion in the management of municipalities has significantly affected public service delivery (Mbandlwa et al., 2020). This is so because, in their impressive analysis, Mbandlwa et al. (2020) and McGluwa (2019) show that municipal officials who hold senior positions and directly report to politicians, are often asked to put into practice directives that breach government policy. Additionally, it is common knowledge that politicians who issue unethical orders to public servants are not answerable for their actions because they are believed to be the authority.

3.6.2 Politicisation of administration of municipal affairs

It is worth mentioning at this juncture that, the administration of municipalities is a politically contested environment by diverse political parties. It is therefore acknowledged that the political party with the power to administer the municipality's affairs regards members from other political parties who have positions in the leadership of the municipality as adversaries within the municipality (Reddy, 2016a). However, it is claimed that the dominant party system in South Africa does not effectively deal with issues related to unethical leadership in municipalities (De Kadt & Larreguy, 2018). It can be argued that failure by the ruling party to effectively deal with issues related to unethical leadership has resulted in the leadership of municipalities being held not accountable for unethical conduct that come as a result of practice of passive management by exception (De Kadt & Larreguy, 2018). In this regard, it is argued that this practice of passive management by exception allows the leader to monitor subordinates only when there is a problem that has arisen in the workplace (Jackson & Collins, 2015). Furthermore, this means that through the application of passive management by exception, the leader has no interest in the employee's performance but in problems that may arise even though the leader responds to the problem with negative feedback.

3.6.3 Exclusive Electoral Arrangements

It is acknowledged that a critical factor that augments the perpetuation of unethical conduct by the leadership of municipalities is the exclusive electoral process for senior municipal office bearers such

as mayors, speakers, etc (De Kadt & Larreguy, 2018). While the ideal practice in selecting leaders would be to ensure that all people concerned are inclusively involved in the selection process, the reverse is the prevailing situation in municipalities as the citizens vote for political parties not individual leaders this arrangement for selecting representatives at the excludes citizens. This means that the citizens do not have the authority to recall those who are found to be misbehaving or failing to move forward for the good of the citizens.

3.6.4 Lack of prohibitive measures

It has been argued that the current prohibitive measures put in place are not sufficient to prevent maladministration. This insufficiency of prohibitive measures has resulted in the perpetuation of the exhibition of unethical conduct by people in leadership positions in South Africa's municipalities (Bole, 2014). Whereas there is a need to put in place measures that deter leaders from exhibiting unethical behaviour, suspension of wrongdoers from their offices and work is not a cure of leadership ethical challenges. It has been argued that regardless of the increasing number of municipal leaders who are suspended due to unethical behaviour, the number of reported cases associated with unethical conduct is still on the rise (Van Dooren et al., 2015). The proportional relationship between the number of suspensions and reported cases is contrary to the principles of the transactional and directive leadership styles, where a reward is availed for good performance and a punishment is made to those who fail to do as required.

3.6.5 Ineffective Consequence management System

It has been noted with concern that the present scenario where unethical leaders are suspended but allowed to receive their full monthly emoluments is contradictory to the upholding of principles of good leadership but contributes to moral decadency in municipalities (Tandwa and Dhai, 2019). In this regard, most people have argued that the temporal suspension of dishonest or immoral leaders in local government has proved to be ineffective in curtailing the practising of immoral behaviour (Gentina et al., 2020). What is striking about the suspension of unethical leaders with full pay is that after the suspension an interim administrator is appointed to take over and is also entitled to a monthly salary and this results in an over-expenditure as municipalities hardly budget for the administrators (Tandwa & Dhai, 2019). This is contrary to public expectations that stringent measures are in put

place that ensure that the wrong deeds of any official are overturned and the official implicated is made answerable.

3.6.6 Negative perceptions of ethical leadership

Another contributory factor to moral decadency within society relates to people's perceptions of leaders. It is argued that leaders who exhibit ethical leadership and who encourage the practice of ethical behaviour, risk being viewed as overly strict in the application of ethical policies and principles (Babalola et al., 2019). It is also claimed that the behaviour of leaders who communicate tough ethical principles is viewed as a threatening (Van Dooren et al., 2015). In their influential study on performance management, Van Dooren et al. (2015) found that leaders who are at the forefront in encouraging the practising of principled behaviour by followers and who exhibit an ethical mentality are perceived as narrow-minded and this negatively affects their effectiveness as a leaders. This reinforces the idea that the degree of participation by followers in decision-making coupled with the amount of power accorded to them concerning the way things are done within the organisation strongly determines the rigidity or flexibility of the followers' behaviour.

3.7 Application of Complex Adaptive Theory to Local Government Leadership in South Africa

There is a need to link theory to practice, and this section thus presents a discussion on how the City of Cape Town has in the recent past (2009-2018) implemented a leadership style that is compatible and comparable with the complex adaptive leadership. Recent evidence has shown that the City of Cape Town in South Africa has been applying the principles and main ideas espoused in the complex adaptive theory for some years. In their seminal article on systems thinking in allocating infrastructure budgets in Cape Town Kaiser and Smallwood (2019) identified traits of administrative, adaptive and enabling leadership dimensions in the design, development, allocation and implementation of budgetary allocations towards infrastructural development. The application of administrative, adaptive and enabling leadership dimensions by the Cape Town municipality is highly compatible and compatible with the main principles of the complex adaptive theory.

Just like any other local government institution (municipality) in South Africa the City of Cape Town has to comply with legislation such as the Constitution, National Treasury practice notes guiding controlling municipal budgetary allocations as well as systems and processes that provide a rigid

framework with which they operate (Kaiser and Smallwood, 2019). Similarly, the City of Cape Town faces multiple problems compounded by the existence and interactions of multiple agents each pursuing their interests. Examples of agents and actors that contribute towards making the City of Cape Town face complexity are the existence of politicians from various political parties, civil society organisations, municipal employees, and race issues, residents who have differing views and opinions, expectations and tastes, spatial inequality issues and so on.

The complex interaction among different agents and other expectations from the political, legal, economic and social environment has led to a hybrid leadership style much similar to the style envisaged in the complex adaptive leadership theory to emerge has led to Achmat Ebrahim the long-serving municipal managers in the City of Cape Town (2009-2018) using administrative procedures to ensure compliance with existing legislation, set procedures and systems the City of Cape Town municipal manager realised that application of administrative leadership was necessary in terms of complying with the national laws and on the provision of non-negotiable services such as water and sanitation, electricity, roads to the indigent population of Cape Town and to the rest of other city dwellers. On the other hand, the City of Cape Town authorities realised that mere compliance with existing legislation through administrative leadership was not enough to deal with complex issues facing the metropolitan due to the existence of a lot of imperfections in the form of social and economic inequalities within the city (City of Cape Town, 2012).

The study conducted by Kaiser and Smallwood (2019) also involved, 25 individuals in reporting levels 0-4, ranging from the municipal manager to branch heads of departments and 180 employees a majority of whom confirmed that the city management has created an enabling environment and empowered them to make decisions and implement innovative ideas to deal with complex emerging and unusual issues. This survey provides evidence that the city of Cape Town practices both administrative leadership and enabling leadership all at once. For instance, the findings from Kaiser and Smallwood (2019) revealed that branch heads were empowered to consult their subordinates, create self-managed and empowered teams that would make decisions and implement those decisions in a kind of bottom-up empowerment perspective in as far as budgeting and resource allocation towards infrastructure development. The survey results demonstrated that administrative leadership was applied to budgetary allocations pertaining to legislative compliance issues such as water and sanitation provision. More so the survey confirmed that the City of Cape Town management also employs adaptive leadership in their resource allocation in the budgetary processes. For example,

respondents in the survey revealed that budgetary allocation on infrastructure was made to adapt to the emerging demands of society rather than to routine infrastructure issues.

Adaptive leadership was achieved through intensive negotiations with all agents in an interactive way as a way to get buy-in from the interaction and get support to channel resources towards infrastructural projects that responded to present and future needs of the municipality as opposed to funding routine projects (Kaiser & Smallwood, 2019). This saw a shift from hardware infrastructure projects since 2012 towards infrastructure software in the form of investing in state-of-the-art new forms of information technology applications to enable the timeous provision of services to the residents of Cape Town in a manner that takes into account the changing expectations of their residents. For instance, Cape Town is renowned for housing the most affluent and wealthy people, the educated and many working-class South Africans who are no longer tolerant of spending time in queues paying municipal bills, or spending time making physical visits to municipal offices to make enquiries or lodge complaints. Thus, investing in new computer applications in the provision of services is one of the facets of adaptive leadership adopted by the City of Cape Town. The findings by Kaiser and Smallwood (2019) amply demonstrated that the complex adaptive theory is practical and can be applied to South African municipalities as exemplified by the City of Cape Town.

3.8 Legislative Framework for Public Administration in South Africa

In South Africa, several laws govern leadership in local government. Such laws include the Constitution of the Republic of South Africa (Act 108 of 1996), the Municipal Systems Act (Act 32 of 2000), the Municipal Demarcation Board Act (Act 27 of 1998), the White Paper on local government (1998), the Local Government Municipal Structures Act (Act of 1998), the Municipal Fiscal and Powers and Functions Act and the Local Government Electoral Act.

The Constitution of the Republic of South Africa

The South African constitution (Act 108 of 1996) is the ultimate law that governs the management of local municipalities in South Africa. Chapter 7: Act 108 of 1996 delineates the functions and governance of local municipalities. Chapter 7, Section 152 stipulates the local municipalities' objective; which includes the provision of accountable and democratic governance. In addition, Chapter 7 Section 153 outlines that the local municipalities are responsible for the planning,

administration and budgeting for their function to ensure service provision and economic development for their communities. The local municipalities' functions should also not be impeded by the national and provincial government structures (Constitution of the Republic of South Africa, 1996).

Concerning the governance of local municipalities, Act 108 of 1996 notes that local municipalities are governed by councils. Membership to the councils is through elections, by appointment of members from other councils, or both appointment and election (Constitution of the Republic of South Africa, 1996). The local municipalities should also have the capacity to manage administrative issues and create by-laws for effective management of their jurisdictions (Constitution of the Republic of South Africa, 1996).

The inclusion of Chapter 7 on local government in the South African Constitution (1996) is commended by Mlambo et al. (2023) who note that presently, power has been assigned to local government because before 1996, local authorities were created by provincial governments and had no legitimate administrative power. This lack of legitimate power resulted in local governments being subservient to provincial governments which created a loophole for them to implement racial segregation (Mlambo et al., 2023). Mathenjwa (2018) also agrees that the South African Constitution (1996) legitimized the power of local government, and further stipulated the interrelated and interdependent functions of local, provincial and national governments. Although the local authorities' powers have been legitimized as stipulated by Act 108 of 1996, challenges of poor service delivery persist.

Following the enactment of the South African Constitution in 1996, several laws were developed between 1998 and 2004 to implement Chapter 7 of the Constitution (van Wyk, 2012). These laws emanating to operationalize Chapter 7 included the Municipal Systems Act, The Municipal Structures Act, 1998, The Local Government Demarcation Act, 1998, The Local Government Electoral Act, 2000, the Municipal Finance Management Act, 2003 and the Local Government Property Rates Act, 2004 (van Wyk, 2012). Although these laws were developed to rationalise the operations of local municipalities, some critics like Modiri (2020) have observed that there are too many laws that govern local government in South Africa. In their description, Modiri (2020) notes that there is legislative “strangulation” of local municipalities. These several laws create complexity in the administration of local government, especially in smaller municipalities that already face challenges with adequate

human skills.

The White Paper on Local Government (1998)

The White Paper on Local Government (1998) was developed through an 18-month consultative process (RSA, 1998). The formulation of the White paper on local government sought to provide the direction for the transition of local government from the apartheid era to the post-apartheid period. The main objective of the White Paper on Local Government (1998) was to ensure local government had the power to promote socio-economic development and development for communities. Section B of the White Paper on local government outlines the leadership required at local government. The paper acknowledges the complexity of issues that ought to be managed at the local government level in a context that is rapidly changing; locally and globally. Several recommendations for leading local government are made which include the need to ensure; economies and communities are sustainable, transparency and accountability, responsive problem solving and bringing together a local authority that shares a single vision (RSA, 1998). In addition, the leadership of local government ought to be strategic thinkers who prioritise the implementation of democratic processes (RSA, 1998).

To achieve these leadership goals, the White Paper on Local Government (1998) stipulates three main tools that leaders should use. These tools include integrated planning and budgeting, performance management and working with the community and other partners in their geographical coverage. Concerning, integrated planning and budgeting, key leadership functions include developing a vision for the plan and the formulation of strategies with clear goals and timelines. Mlambo and Maseremule (2023) reiterate these three key purposes of the White Paper on Local Government (1998) and argue that the local government is best positioned to harmonise the developmental issues between the national government and the non-state sectors.

The Municipal Systems Act, 2000 (Act 32 of 2000)

The purpose of the Municipal Systems Act, 2000 is to outline the processes and principles that guide local municipality management. Act 32 of 2000 also serves to provide a framework for planning and performance management in local municipalities. Concerning, the leadership of local municipalities, Chapters 5 and 6 of Act 32 of 2000 outline the framework for developing the IDP and performance management respectively. Chapter 5, describes the development of the IDP, as a means to achieve

the developmental objectives set out in section 153 of the South African Constitution, 1996. Key leadership issues in developing the IDP include the assigning of responsibilities in developing the IDP to the municipal manager. In addition, the executive mayor or executive committee is responsible for managing the development of the IDP. Act 32 of 2000 also notes that support for developing the IDP should be provided by the provincial government through the Member of the Executive Council (MEC).

Chapter 6 of Act 32 of 2000 stipulates that a municipality must develop a performance management system. The performance management system ought to be in line with the municipalities, and resources and be able to measure indicators to attain goals of the IDP. The mayor or executive council is responsible for developing the performance management system which should be administered annually. The executive committee will also assign responsibilities to the municipal manager to develop the performance management system. Moreover, the performance management system ought to be monitored and the results from the performance review ought to be audited (Municipal Systems Act, 2000). Although Act 32 of 2000 provides such guidance for performance management, in a study that evaluated the application of performance management principles in local municipalities, Munzhedzi (2020) notes that several challenges plague local authorities in implementing performance management systems and participatory planning. Such challenges include a lack of skills, lack of political will and capacity as well as corruption. Concerning the lack of political will described by Munzhedzi (2020), the implementation of provisions of Chapter 5 and Chapter 6 of Act 32 of 2000 is contingent upon political leadership (executive committee and the mayor) who are responsible for assigning duties to the municipal manager to develop the IDP and develop a performance management system. As such, it is evident that this challenge of lack of political will in turn affects the administrative functions and leadership within local municipalities.

The Local Government Municipal Structures Act, 1998 (Act 117 of 1998)

The Local Government Municipal Structures Act, 1998 sets out to outline the different types of local municipalities in South Africa. The Act also serves to delineate the powers and functions of each category of municipality as well as the structures of office bearers in the different categories of municipalities. Moreover, the Municipal Structures Act, 1998 also outlines six types of Category B municipalities (like UMLM) differentiated by the different nature of their executive. These executives

include those that have: (1) a collective executive system, (2) a collective executive system coupled with a participatory ward system, (3) a mayoral executive system (4) a mayoral executive system combined with a ward participatory system (5) plenary executive system and (6) plenary executive system coupled with ward participatory system.

The Local Government Municipal Structures Act, 1998 further stipulates the number and functions of council members. In this regard, local authorities should have a minimum of 3 and a maximum of 90 councillors. Presently (2024) the UMLM has 43 council members. Council members also ought to meet four times a year to review community needs and discuss the processes of addressing community needs and how they engage the community (Local Government Municipal Structures Act, 1998). The council should also meet to review the overall performance of the municipality in addressing community needs. The majority of councillors ought to attend so that votes can be made in decision-making. The council meetings, including meetings of council committees, ought to be done transparently although the council may sit in closed meetings. These activities by councillors should be implemented within their 5-year electoral tenure (Local Government Municipal Structures Act, 1998). The election of councillors is done on dates set by the Minister of Local Government in consultation with the Independent Electoral Commission (IEC). Although, Act 117 of 1998, provides guidance on electing council members, and how decisions are made through reaching a quorum, Modiri (2020) cautions that such a process should consider that elected council members belong to political parties. As such, when decisions are made through voting, there is the likelihood of political influence from the ruling party on council administrative issues (Modiri, 2020). Commendably, Act 117 of 1998 includes a code of conduct for councillors in Schedule 5 which prohibits councillors from interfering in the administrative functions of the council, giving instruction to officers in municipalities, obstructing the decisions of the council, or encouraging behaviour in the municipality that is tantamount to maladministration.

The overall oversight of the municipal administrative functions is the responsibility of the executive mayor who should be elected by the council within 14 days after an election (Local Government Municipal Structures Act, 1998). Among the responsibilities of the executive mayor is to monitor the management of the municipality and oversee sustainable service provision. Noteworthy, these mayoral responsibilities over municipal management illustrate another way political offices interlock

with administrative functions described by Modiri (2020). Despite the influence of the political office bearers Act 117 of 1998 also makes provision for the inclusion of traditional leaders who are identified and appointed to council by the MEC at the provincial level. The traditional leaders appointed to the council should not exceed 10% of the total number of councillors and their role is to ensure observance of customary laws (Local Government Municipal Structures Act, 1998).

The Municipal Demarcation Board Act, 1998 (Act 27 of 1998)

The purpose of the Municipal Demarcation Board Act (Act 27 of 1998) is to set guidelines for the demarcation of municipal areas and to outline the responsible authorities for setting these boundaries. Act 27 of 1998 reveals that the municipal demarcation board is appointed by the president, and given instruction by the Minister of Local Government, the municipalities, the MEC, or can demarcate municipal areas on their initiative. Among other reasons, the demarcation of municipal land serves to improve local municipality financial and administrative functions. The demarcation of municipal boundaries is also effected as a collaborative effort between affected municipalities, and the IEC in consultation with the MEC (Municipal Demarcation Board Act, 1998).

Concerning the purpose of demarcation to improve municipal financial and administrative functionality, Jeeva et al. (2022) note that since the Municipal Demarcation Board Act, 1998, there have been six rounds of municipal demarcation from 1998 to 2022. Although there have been six rounds of municipal demarcations, the local municipalities remain large and face challenges in service provision and economic development in areas under their jurisdiction (Jeeva et al., 2022). The process that the municipal demarcation board ought to follow is also outlined. This process includes public consultations, where members of the public can share their views regarding new demarcations. Despite this process being outlined in Act 27 of 1998, Mathebula (2018) highlights that there is discontentment due to inadequate public engagement especially where local municipalities have been merged. This public discontent over inadequate engagement is characterised by the demarcation board conducting the public consultation meetings and then not including the views of the public in the final decisions due to political interference (Mathebula, 2018).

The Municipal Finance Management Act, 2003 (Act 56 of 2003)

The Municipal Finance Management Act, 2003 was enacted to ensure sustainable management of

financial affairs in local municipalities and other government entities at the local level as well as to ensure that treasury norms are inculcated in local government. Act 56 of 2003 outlines several responsibilities for executive mayors, municipal managers and financial managers at the local government level. In conducting these functions, the national treasury and the provincial treasury work together and provide oversight of local municipality financial matters. Each local municipality ought to open a bank account to receive revenue and should more than one account be opened, a primary account should be designated which will be registered with the national treasury (Municipal Finance Management Act, 2003). This responsibility of opening a bank account and informing the national treasury of the primary bank account lies with the municipal manager (Municipal Finance Management Act, 2003).

Concerning the responsibility of leaders in financial matters of municipalities, Act 27 of 2003 prescribes that the council is responsible for preparing the municipal budget and this ought to be done 10 months before the start of the next financial year. The council of local municipalities is also responsible for the approval of the municipal budget within 30 days after it has been published by the municipal manager for public comment. Executive mayors in turn are also responsible for making budget adjustments. These budgetary adjustments can be tabled when revenue collection is lower than expected or when there are unforeseeable expenses that ought to be made. The executive mayor should also explain why such budget adjustments ought to be made (Municipal Finance Management Act, 2003).

Act 27 of 2003 guides municipality leadership on wasteful and fruitless expenditure, by noting that executive mayors and municipal managers are liable for fruitless and wasteful expenditure and such costs should be recovered from them. Moreover, with reference to the executive mayor, or other political office bearers, fruitless and wasteful expenditure is incurred when the office bearer does so knowingly or against the advice of the municipal manager. Section 32 of Act 56 of 2003 further prescribes that when cautioning the executive mayor on fruitless and wasteful expenditure, the municipal manager ought to do so in writing. In terms of fruitless and wasteful expenditure incurred by municipal managers; this can occur when there is deliberate neglect of duties (Municipal Finance Management Act, 2003). In addition to ensuring the leadership is held accountable for fruitless and irregular expenditure, the process municipal management ought to take where there is fraud and

irregular spending is detailed. This process involves the reporting of irregular spending which is of a criminal nature to the South African Police Service (SAPS) by the council committed by the municipal manager (Municipal Finance Management Act, 2003). In turn, the municipal manager is also empowered to report irregular spending by the council to the SAPS.

Noteworthy, Chapter 7 of Act 27 of 2003 reiterates the responsibilities of the executive mayor. These responsibilities include providing oversight of the budget implementation by providing political oversight to the municipal manager and the chief financial officer. The executive mayor is also responsible for reporting to the council every quarter on how the municipal budget is implemented and the overall financial performance of the municipality. In addition, the executive mayor is responsible for ensuring that the performance plans of the municipality's senior managers are published. The publication of these performance plans includes how budgetary allocations for the officers will be implemented (Municipal Finance Management Act, 2003). Although the executive mayor is responsible for providing budgetary oversight, the executive mayor is also cautioned against interference in the administrative functions of the municipal manager and other senior managers in the municipality (Municipal Finance Management Act, 2003). Despite Act 27 of 2003 cautioning political office bearers on the interference in financial matters, a study conducted by Selepe and Magagula (2023) highlights that is decreasing financial accountability in local municipalities due to political interference. To curb, such political interference, there ought to be consequences for political interference that leads to poor financial accountability in municipalities (Selepe & Magagula, 2023). Moreover, Selepe and Magagula (2023) add that imposing consequences should be coupled with strengthening financial operational systems within local municipalities.

Several responsibilities for municipal managers are also delineated for municipal managers. Such responsibilities include advising councillors, senior managers and other political office bearers, on compliance with Act 27 of 2003. To provide such advice on matters concerning Act 27 of 2003, the municipal manager ought to act with fidelity, honesty, integrity and in the municipality's best interest. Municipal managers are tasked with supervision of all financial matters of the municipality ensuring there is proper record keeping all financial matters of the municipality are transparent and resources are used efficiently and effectively (Municipal Finance Management Act, 2003). The municipal manager also ought to ensure policies are in place for; credit control and debt collection, procurement,

and rates (Municipal Finance Management Act, 2003). Furthermore, the municipal managers should provide oversight for the management of assets, revenue, and expenditure including staff expenditure, and monthly reporting on financial matters to the provincial government and the executive mayor (Municipal Finance Management Act, 2003). Senior managers including the chief financial officer and all other senior managers in the municipality should support the municipal manager in providing financial oversight. To ensure that the senior managers can fully support the municipal manager a delegation system should be in place to assign responsibilities on financial management to each senior manager. The issue of financial reporting is discussed extensively in a study conducted by Enwereji and Uwizeyimana (2019) who found that annual financial statements in local municipalities lack credibility due to poor managerial and operational performance. As a result, few municipalities in South Africa have clean annual audit reports (Enwereji & Uwizeyimana, 2019). To mitigate the managerial and operational challenges that result in poor audit reports there is a need to train senior managers in local municipalities (Enwereji & Uwizeyimana, 2019). Furthermore, Enwereji and Uwizeyimna (2019) like Selepe and Magagula (2023) recommend the strengthening of operational systems within municipalities to enhance financial accountability. Although there is a recommendation to strengthen operational systems, Act 27 of 2003 stipulates several processes and policies that ought to be in place to enhance financial management such as the delegation process by the municipal manager and the procurement policy, these recommendations would imply that such policies are in place but are not effective to ensure financial integrity of municipalities. In this regard, there is a need to improve prescribes of the policy to mitigate identified weaknesses with current inadequate practices.

The criticism of the local government for its inability to sustainably manage financially viable municipalities is also analysed from the municipality's perspective by Modiri (2020). From the municipality's perspective, there is a challenge of revenue collection especially in poor rural communities where revenue collection from taxes and rates can be low. This low revenue collection affects the implementation of developmental initiatives such as infrastructure projects (Modiri, 2020). This lack of development in small rural municipalities is in stark contrast to large metropolitan municipalities with high revenue collection bases and can implement large-scale developmental initiatives. Compounding the issue of low revenue collection in rural municipalities, there is corruption, fraud and financial embezzlement (Mbatha & Mtereko, 2022). Mbatha and Mtereko

(2022) also observe that Act 27 of 2003 stipulates several control measures, and acknowledge that such measures exist such as the municipal public accounts committees, and the oversight committees, however, these current control measures are not effective or adequate.

The Municipal Fiscal Powers and Functions Act, 2007 (Act 12 of 2007)

The Municipal Fiscal Powers and Functions Act, 2007 serves the purpose of delineating the powers of municipalities in imposing fees for surcharges for services they would have rendered as well as their powers in imposing taxes, levies and duties on citizens in their communities. Act 12 of 2007 in delineating the fiscal powers of the municipalities serves to ensure that in implementing their duty municipalities do not prejudice national economic growth. In exercising these fiscal duties, municipalities also ensure that there is predictable, consistent and transparent application of fiscal policies and procedures. Where there is an overlap of powers and functions by two or more municipalities, for example in local municipalities and district municipalities that may have authority to provide similar fiscal oversight in one community the Municipal Fiscal Powers and Functions Act, 2007 is useful to differentiate such power overlaps.

Act 12 of 2007 outlines that the duty to authorize the imposition of municipal taxes lies with the local government minister. To effect municipal taxes, local authorities should submit applications to the Minister of Local Government. The application to impose a municipal tax should include reasons why such a tax should be imposed further outlining what the revenue base for the new tax will be used for. Moreover, the municipality should indicate who will be taxed and the exemptions of the new taxation. In addition, the municipality ought to conduct consultations with the community affected, the South African Revenue Service (SARS), provincial government and report the outcomes of these consultations to the minister. In addition to taxation, municipalities can also impose a surcharge on goods or services rendered by a municipality on condition that the surcharge has been approved by the Minister of Local Government. In determining the surcharge tabled by the municipality, the minister considers the nature of the service, the level of service utilization, the geographical areas to be affected by imposing the surcharge and the category of users who will be affected by the surcharge (**The Municipal Fiscal Powers and Functions Act, 2007**).

The Municipal Electoral Act, 2000 (Act 27 of 2000)

Several acts described above outline the interaction of political leadership and administrative leadership in local government. For example, the Municipal Finance Management Act, 2000 outlines the key roles and responsibilities of the municipal manager in ensuring adherence to the act while the executive mayor oversees the implementation of the financial affairs of the municipality. However, for political leadership to assume office in municipalities they are regulated by the Municipal Electoral Act, 2000. Act 27 of 2000 notes that the common national voters' roll is used for the local municipality elections and segments of this roll can be used which apply to the voting districts within the geographical coverage of the municipality. Act 27 of 2000 further outlines the role of the IEC which is responsible for conducting elections at the local government level.

The Local Government Property Rates Act of 2004. (Act 6 of 2004)

The Local Government Property Rates Act, 2004 serves three main purposes. The first is to regulate how municipalities impose rates on properties. The second purpose of Act 6 of 2004 is to ensure that properties of national interest are exempted from rate payment. Thirdly, to ensure that municipalities implement a system that is fair and transparent in rating, rebating, and valuating properties. Act 6 of 2004 was developed from the Local Authority Affairs Amendment Act 127 of 1991. Since Act 6 of 2004 was enacted in 2005, the Act has been amended through Act 19 of 2008, then Act 19 of 2009 and finally Act 29 of 2014.

The Local Government Property Rates Act, 2004 makes a distinction between the properties that local and district municipalities can collect rates from. In this regard, the local municipalities can collect rates from properties in their geographic coverage while district municipalities collect rates from the properties within the district that are under district management. The municipality councils are then tasked with developing property rating policies that are in line with Act 6 of 2004. In developing these policies, the leadership ought to ensure there is an equitable allocation of rates for property owners, determine which category of properties are to be exempted from paying rates, and determine how properties that have multiple purposes will be levied for rates. The municipality manager should also display the draft property rates policy for 30 days. The draft policy should be displayed on the municipality website as well as in public places such as the library, and the municipal premises. The purpose of displaying the new rates is to invite the public to comment and provide their representations. The council's responsibility is to review the rates policy annually and where there is

a need, the council shall amend the rates (Local Government Property Rates Act, 2004). To effect the rates, the municipality should also set by-laws for the implementation of the rates policy. Although the municipality has the autonomy to set rates levied, the Minister of Local Government may set the limit on the amount levied by the municipality (Local Government Property Rates Act, 2004).

The leadership of local municipalities is also responsible for the drawing up of a register of all properties against which rates are levied. In addition, the municipality is responsible for furnishing the property owners with accounts statements that reveal the amount owed to the municipality, the dates for payment, how the rates have been calculated and the value of the property (Local Government Property Rates Act, 2004). It is also the municipality's role to ensure that they value all properties for which they intend to levy rates, although the Minister of Local Government may exempt the municipality from conducting valuations (Local Government Property Rates Act, 2004). To conduct the valuation, the municipality management ought to designate one of its officers or a person in private practice as a property valuator. In addition, the municipal management should also designate data collectors to assist the designated property valuers (Local Government Property Rates Act, 2004).

The implementation of Act 12 of 2004 has not been without challenges in local municipalities across South Africa. Kgoete (2022) in a study that evaluated the implementation of the Local Government Property Rates Act, 2004 found that local municipalities failed to collect rates in the geographical areas as a result of serious flaws in the rates policies they developed. These flaws in developing the rates policies have resulted in municipalities facing legal challenges from residents (Kgoete, 2022). Furthermore, the issue of property valuations has presented challenges for local municipalities as there has been slow implementation of the new approach to value properties for equitable levying of rates. Such challenges in property valuation can emanate from failure to find the skills to conduct property valuations (Kgoete, 2022). Franzsen (2022) agrees with Kgoete (2022) that local municipalities especially those in rural areas face challenges in implementing the Municipal Property Rates Act 2004 because of the need to value properties. In addition, Franzsen (2022) notes that since it is challenging for rural local municipalities to have skills for valuating property, property valuations should not be the only basis for levying rates on the property. From this, it is recommended that the government should revisit the need for property valuations as a basis for the collection of

property rates in rural municipalities.

The Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)

The objective of the Intergovernmental Relations Framework Act, 2005 is to develop a framework, for national, provincial and local government interrelations promotion. Act 13 of 2005 also serves to provide a mechanism for the settlement of intergovernmental disputes. In providing the framework for intergovernmental relations, Act 13 of 2005 facilitates the provision of services coherently among the three tiers of government to ensure the realization of national policies.

The promotion of intergovernmental cohesion is done through fostering communication among the different government departments at all levels. Section 4 of Act 13 of 2005 notes that when communicating with the different government tiers there should be consideration for the differences in budgets, material functions and circumstances of the other department. The Intergovernmental Relations Framework Act, 2005 also outlines the purpose of the President's coordinating council which convenes, national, provincial and representation of local government to discuss matters of national interest. Cabinet ministers also convene intergovernmental forums which also promote intergovernmental relations. The intergovernmental forums established by the ministers also include representation of local authorities in addition to provincial governments and other national government departments.

Below the national intergovernmental forums are the provincial intergovernmental forums which are convened by the premier of the province and are attended by the executive mayors of district and local governments, one council member from each local municipality and municipal managers of the local authority. The purpose of the provincial intergovernmental forum is to discuss matters of provincial concern and facilitate the implementation of national policies at the local government level. Noteworthy, the convening of the interprovincial forum to facilitate the implementation of national policies is commendable. This is in consideration of studies that have outlined how local government authorities fail to implement national laws and policies due to a lack of skills especially in rural areas (Franzsen, 2022). Act 13 of 2005 also stipulates that a district intergovernmental forum should be convened and the forum should be chaired by the executive mayor of the district. The district intergovernmental forum serves to ensure coherent planning in the district and ensure there is support

at local levels from the district (Intergovernmental Relations Framework Act, 2005). Lastly, two or more local municipalities can form inter-municipal forums, whose leadership is agreed upon by the local municipalities included. Like the provincial and district forums the inter-municipal forums serve to ensure there is local capacity building.

The several laws governing the management of the local municipalities necessitate the need for an adaptive complex leadership model. This is so, as each of the acts outlines several responsibilities of the council, the executive mayor, the municipal manager and senior managers. Such responsibilities as described by Modiri (2020) illustrate the strangulation of municipalities that could benefit from the adaptability of the leadership.

3.9 Conclusion

In this chapter, the focus was on leadership in general, and leadership in South African municipalities. The chapter also discusses the leadership challenges affecting service delivery, challenges facing leadership in South African municipalities, indicators of deficiencies in leadership ethics, current municipal structures in South Africa and the historical development of local government in South Africa. The last section provides an overview of the legislation governing the leadership of local municipalities. The next chapter focuses on the research methodology and design employed in this study.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 Introduction

The previous chapter discussed leadership in general, the effectiveness of leadership in South African municipalities, and the challenges facing leadership in South African municipalities. This chapter focuses on methodological aspects, processes, and procedures that will be adopted to help ensure the fulfilment of the study objectives. The first part of this chapter focuses on discussing the paradigms and choices of paradigms adopted to guide the implementation of the research. The focus is on the relevant paradigms that are relevant to the fulfilment of the research objectives. This is followed by a description and discussion of the rationale for choices of adopted research design, target population, sampling methods chosen, and modes of data collection. The chapter also focuses on discussing the processes associated with data collection, and methods of analysing data. The last sections of the chapter focus on discussing the ethical considerations that guided the study and the limitations of the study. Generally, in the chapter, it is intimated that the mixed methods approach was applied in the study and therefore most of the issues and methodological processes are directly linked to this research approach. Also, the chapter illustrates that the study adopts both descriptive and exploratory data to answer its three research questions.

4.2 Research Paradigms: Pragmatism

Research methodology applied in academic studies can be linked to philosophical ideologies on the acquisition and management of knowledge as well as on the processes followed in doing this. These ideological views have come to be known as research paradigms (Levers, 2013). Research paradigms have also been defined as, “a way of examining social phenomena from which particular understandings of these phenomena can be gained and explanations attempted.” (Astheimer and Sanders, 2009). Babbie (2015) defines a paradigm as, "a model or framework for observation which shapes what we see and how we understand it". Despite the different definitions presented above, the common ground is that paradigms guide how the research choices are made.

There are three main paradigms in research – the positivism paradigm, interpretivism paradigm and pragmatism (Harrison & Reilly, 2011). This study adopted pragmatism as its research paradigm.

The positivist paradigm, according to Harrison and Reilly (2011) applies the systematic and scientific processes of the natural sciences to arrive at an objective "universal truth" while the interpretivism paradigm, on the other hand, opposes the view that there is only one single truth but instead ascribes to the notion that there are multiple interpretations and realities to every research phenomenon. In essence, the positivist paradigm is deductive while the interpretivist paradigm is inductive (Blaikie & Priest, 2017). Pragmatism was chosen because it incorporates both positivism and interpretivism paradigms in one research. The rationale for choosing pragmatism in this research is that it attempts to balance out the extremes of the positivism and the interpretivism paradigms (Cresswell, 2014).

The other rationale for choosing pragmatism lies in the notion that the four objectives of the study require both a deductive approach where existing theories are tested and an inductive approach where new theories are made from findings. The deductive approach is generally highly structured to enable the testing of theories and hence supports a positivist view. The inductive aspect of the study points towards the interpretivist view that enables one to understand and theorise participants' subjective perceptions. The use of pragmatism in the study also stems from its multiple-natured objectives. The objectives are exploratory in nature as the study needs to explore possible leadership challenges posed by the internal and external environment and descriptive as it also needs to describe the statistical patterns associated with these challenges. These objectives require the combined use of both the positivism and interpretivism paradigms in answering the research questions. Pragmatism was chosen for this study because it incorporates both quantitative and qualitative approaches thereby making it possible to get an entire picture as well as multiple realities pertaining to the internal and external environmental complexities affecting leadership effectiveness under uMzimkhulu municipality.

A pragmatic approach has been chosen because it provides strengths that compensate for the weaknesses of both quantitative and qualitative research. For instance, quantitative research is weak in understanding the context or setting in which people behave, something that qualitative research makes up for. The advantage of employing a pragmatic approach lies in that it recognises that individual approaches such as quantitative and qualitative have their limitations and that the use of different approaches can be complementary. In addition, qualitative research is seen as deficient because of the potential for biased interpretations made by the researcher and the difficulty in generalising findings to a large group. Quantitative research does not have these weaknesses. Thus, by using both types of research, the strengths of each approach make up for the weaknesses of the

other. Essentially, a pragmatic approach provides a more complete and comprehensive understanding of the research problem than either quantitative or qualitative approaches alone. Also, a pragmatic approach was chosen because it provides a better understanding of the research problem than either of the quantitative and qualitative research approaches alone.

The adoption of pragmatism led to the use of both deductive and inductive pragmatic approaches. The deductive approach involved conducting tests using statistical means to test the authenticity and validity of theories to prove the most effective leadership strategy suitable for optimising organisational performance in a complex municipal environment. Thus, an inductive approach was conducted to add more understanding of internal and external environmental complexities affecting leadership effectiveness in the uMzimkhulu Local Municipality.

4.2.1 Essential Elements of Pragmatism

Researchers such as Brewer and DeLeon (1983) point out that there are four main essential elements of a research paradigm namely epistemology, ontology, methodology and axiology. The inclusion of these elements in the research allows users of this research to have a firm understanding of the basic assumptions, beliefs, norms, and values that the paradigm holds.

4.2.1.1 Epistemology of Pragmatism

Raddon and Harrison (2015) define epistemology as the study of knowledge. Creswell et al. (2007) further define epistemology as the study of knowledge concerning what we know, how we know it, how we know we know it, and how to keep track of it without driving ourselves crazy. Epistemology is concerned with studying what constitutes valid knowledge and how it can be obtained. Epistemologists concern themselves with determining what knowledge is, and how to distinguish between cases in which someone knows something and cases in which someone does not know something (Crotty & Epstein, 2008). Epistemology has unlimited application to quantitative positivist research paradigms and qualitative phenomenological research paradigms. For example, epistemology enables a researcher to assume valid knowledge through seeking the objective truth from a positivist perspective while epistemology can similarly be interpretivist by the search for multiple realities about a topic or research question. Thus, both ontology and epistemology can simultaneously be accommodated in pragmatic studies. Thus, since the study involved an assessment

of internal or external environmental complexities affecting leadership effectiveness, the research utilised both epistemological and ontological research strategies on one hand and positivist and interpretivist ways of acquiring knowledge. Epistemology of pragmatism implied that the research approach and philosophy had to incorporate both quantitative positivism and qualitative interpretivism aspects to acquire valid knowledge about the research questions.

4.2.1.2 Ontology of Pragmatism

Ontology can be defined as “the science or study of being” and it deals with the nature of reality (Vanson, 2014). Ontology is a system of belief that reflects an interpretation of an individual about what constitutes a fact. Ontology often asks the question, what is reality? Ontology: ways of constructing reality, "how things are" and "how things work". Ontology can be defined as a system of belief that reflects an interpretation of an individual about what constitutes reality or a fact (Easterby-Smith et al., 2012). Ontology often seeks to understand true reality (Easterby-Smith et al., 2012). According to ontology is a discipline that often seeks to construct reality to get an understanding of "how things are" and "how things work". Since ontology seeks reality, it can be applied to both positivism and interpretivism research philosophies. For example, a study involving an assessment of internal or external environmental complexities affecting leadership effectiveness can bring about a single reality or objective truth (positivist stance) or multiple reality (interpretivist stance).

Thus, there can be only a single reality concerning internal environmental factors complicating the effectiveness of leadership in a municipality or there can be many of them affecting leadership effectiveness. Thus, ontology helped in the understanding of the real internal environmental factors that helped the researcher to understand how things are or what the reality is about the internal and external environmental factors. The ontology of pragmatism has implications for the study in the sense that it enabled the research to construct reality to get an understanding of the internal or external environmental complexities affecting leadership effectiveness derived from the use of both quantitative and qualitative research approaches.

The ontology of pragmatism enabled the research to establish facts and to come up with reality derived from both positivism and interpretivism paradigms. The ontology of pragmatism further implies getting objective truth about the research questions using a deductive testing approach to get the objective truth using mathematical and statistical methods of measurement and verification. This

further implied the use of surveys, questionnaires, and random Sampling techniques to gather facts about internal or external environmental complexities affecting leadership effectiveness.

4.2.1.3. Axiology of Pragmatism

Axiology is the "study of the origin and nature of philosophical values or a particular theory of values of a specific philosopher - such as their school of thought" (Mertens, 2014). The study of axiology is of greater importance because it helps guide researchers to know what is tentatively valued as good and bad since there is no guarantee that something is good or bad. In pragmatic research, axiology value is derived from group thinking or the wisdom of a group rather than that of a particular individual in the group. In line with the underlying assumption of axiology, this study assumed that values are tentative and subject to change over time within group settings. Furthermore, the study further assumed that values are not predetermined but are created by human beings in the context of the environment they are operating under.

4.3 Research Design

De Neve et al. (2015) define a research design as a strategy or plan of action that specifies the type of data collection techniques and how data will be collected including the modus operandi of selecting research participants. The research design provides the structure of the research and provides a link with all of the elements of the research together (Babbie, 2010). Some of the research designs include explorative, descriptive and contextual research designs. This research adopted a contextual research design. According to Sarma (2015), contextual research design is conducted to help identify what exists in the actual social world and the way the aspects of the social world manifest. In essence, both aspects of explorative and descriptive research designs interconnect to make a contextual research design. An explorative research design is defined as a preliminary investigation into a hypothetical or theoretical idea to discover something that has never been known (De Vaus et al., 2014).

In this research, an exploratory research design was chosen to explore the applicability of the complex adaptive leadership at uMzimkhulu local municipality. As Wilson et al. (2010) put it, an exploratory research design also is conducted to examine an already explored topic from a completely new angle than before. A descriptive research design explains the "who, what, when, where, and how" of a topic being pursued thereby seeking to portray and describe the actual issues or aspects of the research phenomenon (De Vaus et al., 2014). The rationale for choosing a

contextual research design lay in that it allowed the researcher to both explore and describe internal or external environmental complexities affecting leadership effectiveness at uMzimkhulu Local Municipality.

Thus, the contextual research design helped to identify previously unknown issues about complex adaptive leadership styles in a municipality setting. The descriptive research design helped to portray the actual internal and external environmental complexities affecting uMzimkhulu Local municipality.

4.4 Research Approaches: Mixed Methods

There are three known research approaches namely quantitative, qualitative and mixed-methods research. This study on the Complex Adaptive Leadership Approach in a South African Municipality adopted the mixed methods research approach. Cresswell (2014) argues that the mixed methods approach is used to get a clear understanding of human behaviour through the employment of both quantitative and qualitative techniques. The mixed-methods research utilises the strengths of both quantitative and qualitative research methods and it analyses data in both numeric and non-numeric forms. It is against this background that the study applied the research tools ranging from the qualitative interview guides to the semi-structured in-depth interviews to structured questionnaires.

The rationale for adopting the mixed methods research approach lay in the fact that it incorporated the strengths of both qualitative and quantitative research approaches making it possible for the weaknesses of one of the methodologies to be compensated for by the other research approach. Since this research pursued a contextual research design that incorporated both aspects of exploratory and descriptive research designs, a mixed research approach helped to achieve the research objectives. The major advantages of employing the mixed-methods research approach are that the use of both the quantitative and qualitative approaches provides different pictures and helps the researcher to come up with a multi-faceted perspective and more evidence that helped answer the research questions.

4.4.1 Quantitative and Qualitative Approaches

A quantitative research approach was conducted to quantify and analyse research findings using mathematical and statistical techniques to make generalisations of the findings to the whole population. Qualitative studies are an explorer in nature as they are often used to explore new research areas or old research areas that are not well understood (Khalid et al., 2012). Quantitative research, on the other hand, is descriptive or confirmatory and therefore aims to confirm a theory or to describe phenomena (Khalid et al., 2012).

A pertinent advantage of a quantitative research approach is that it utilises large samples and seeks to obtain the objective truth about a research phenomenon. A quantitative research approach has two other main advantages. The first advantage of a quantitative research approach is that it surveys a large pool of respondents which allows the researcher to make credible generalisations about the entire population. Secondly, the other advantage of the quantitative research approach is that the use of scientific rigour, statistical techniques and methods of data analysis makes the findings more credible to users of the findings. Nevertheless, a quantitative research approach has the disadvantage that it does not allow the researcher to do more probing of respondents to get a deeper understanding of the research phenomena. Despite the stated weakness, quantitative aspect of the mixed methods research was employed to test the relationship and correlation between internal and external environment complexities and the effectiveness of the leadership of uMzimkhulu municipality. Findings on this research question were quantified using mathematical and statistical computations. An SPSS software version 24 was applied.

4.4.2 Qualitative Research Approaches

The qualitative research was also applied to the study. A qualitative research approach encompasses getting comprehensive and detailed research information concerning a topic or an issue that is being explored or investigated (Myers, 2011). One of the characteristics of qualitative research is that it is conducted in a natural setting. It seeks to get a detailed understanding of the experiences that people encounter in their daily lives. It acquires the knowledge of people's lived experiences using a process normally deemed inductive whereby all responses are taken into consideration and the data is collected from quite a variety of sources as opposed to one single source as with other research approaches (Augustyn, 2014). The qualitative research approach was also employed to get a detailed

understanding of how the internal and external environmental complexities are affecting the effectiveness of the leadership at uMzimkhulu Local Municipality.

In view of these characteristics, a qualitative research approach had the advantage that it would help bring about a detailed understanding of the issues within the internal and external environment having an impact on the effectiveness of the leadership of uMzimkhulu Local Municipality. The other advantage of a qualitative research approach is that it is mainly interpretive and holistic in orientation meaning there are no predetermined responses and the responses are interpreted as they emerge (Kothari, 2012).

Thus, through the qualitative research approach, the findings from the respondents were interpreted holistically. The major disadvantage of a qualitative research approach is that it is prone to subjective manipulation and biased interpretation by the researcher. The other disadvantage of a qualitative research approach is that it utilises smaller samples whose findings cannot be generalised to the whole population. Qualitative studies are not designed with the need to infer findings from a broader population. In quantitative studies, the need to generalise findings to the broader population is important (Creswell, 2014 & Rowley, 2014). Notwithstanding the disadvantages of qualitative research, the approach was relied upon to get some deeper insights into the topic being studied.

4.5 Research Strategy

According to Cohen et al. (2002), research strategy refers to a systematic process and method of inquiry and investigation that helps to increase knowledge. Research strategy refers to a method of inquiry that describes how the research actually will be carried out (Creswell et al., 2006). The three most commonly known research strategies associated with the mixed methods research approach notably the convergent parallel mixed method, exploratory sequential mixed method and transformative design (Creswell et al., 2007). This research adopts the convergent parallel mixed method research strategy. A convergent parallel mixed-methods study design was used to collect, analyse, and interpret quantitative and qualitative data. Based on the definition provided by Cohen et al. (2002), the convergent parallel mixed method research strategy is put into action by using both quantitative and qualitative inquiries on the research questions as parallel processes during the same period.

The convergent parallel mixed method research strategy involves the simultaneous collection of data using research instruments for quantitative and qualitative in a parallel process. The concurrent

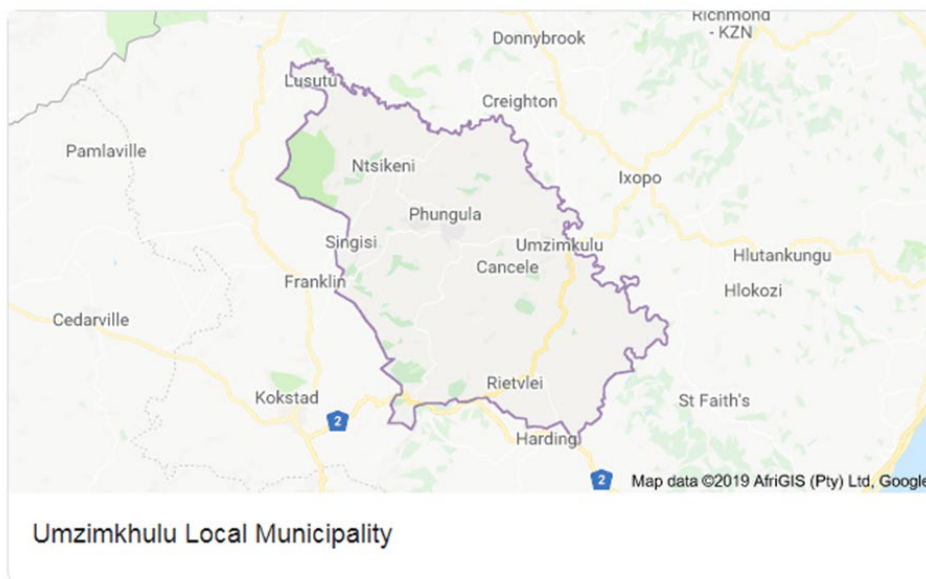
collection of data using the convergent parallel mixed method research strategy enabled the research to come up with a more comprehensive understanding of the research problem namely internal and external environmental complexities affecting leadership effectiveness in the uMzimkhulu Local Municipality and the assessment of the most effective leadership strategy suitable for optimising organisational performance in a complex municipal environment by obtaining different but complementary data from both quantitative and qualitative research processes.

Furthermore, the adoption of the convergent parallel mixed method research strategy enabled the researcher to identify areas of convergence, divergence, contradictions and relationships between two sources of data on the internal and external environmental complexities affecting leadership effectiveness in the uMzimkhulu Local Municipality and the assessment of the most effective leadership strategy suitable for optimising organisational performance in a complex municipal environment.

4.5.1 Research Site

This research was conducted within the jurisdiction of the uMzimkhulu local Municipality. The map below shows the geographic location of the research site.

Figure 4.1: Location of uMzimkhulu local Municipality



Source: Google maps (2019)

The uMzimkhulu Local Municipality is a Category B municipality situated within the Harry Gwala District in KwaZulu-Natal and it lies 243 km north-east of Mthatha and 18 km south-west of Ixopo. It developed from a trading post and was laid out in 1884. The uMzimkhulu local Municipality includes areas such as Rietvlei, Riversdale and Ibisi, which are regarded as the main centres. Other settlements such as Mountain Home, Cancele, Phungula Glengarry, Ntsikeni, Singisi Ncambele (Gowan Lea) and Lusutu are part of uMzimkhulu Local Municipality and can be regarded as minor service centres.

4.6 Target Population

Target population refers to an entire collection of units which the researcher is interested in studying. The target population of this study would be mainly the managerial and non-managerial employees of uMzimkhulu Municipality which has a total population of 163 operational employees and 19 managerial employees (*uMzimkhulu Local Municipality Human Resources Records*).

4.7 Sampling Strategies

Sampling involves choosing a small, manageable number of items for the purposes of the study in order to make the findings representative of the entire population (Stadtmauer et al., 2019, Dörnyei & Csizér, 2012). There are two main categories of sampling namely, probability and non-probability sampling. Probability sampling methods such as simple random, stratified random and systematic random sampling methods involve choosing respondents at random. Probability sampling methods give every member an equal chance of being selected hence eliminating bias in the respondent selection process (Sahin et al., 2016). Thus, probability sampling methods have the added advantage of making the findings representative of the target population. One probability sampling method involves choosing respondents using the discretion and judgement of the researcher. Under non-probability sampling, the researcher chooses who to include in the research.

Non-random sampling is the selection of research candidates without the use of probability-based systems that ensure an equal chance of participation for candidates. It is the opposite of probability sampling where research candidates theoretically have an equal probability of being selected as part of the sample (Hudelson and Organization, 1994). Examples of probability sampling methods are convenience sampling, purposive sampling, multi-variation and snowball sampling.

This study applied purposive sampling for the qualitative research and simple random sampling for quantitative research as the main sampling strategies. Öztürk (2016) contend that purposive sampling entails selecting research participants who have intimate knowledge about an issue being researched and they further point out that purposive sampling has the advantage that it targets relevant people with relevant knowledge thereby eliminating the possibility of incorporating people who will provide irrelevant information. Purposive sampling was chosen because it allowed the researcher to collect data from people who have intimate knowledge about the internal and external environmental challenges affecting leadership effectiveness. However, for quantitative research simple random sampling was employed on non-managerial employees and respondents were recruited using the hat system. The advantage of selecting respondents using simple random sampling methods lies in that it eliminates bias in selecting respondents and helps make the findings representative of the entire population.

4.7.1 Sample size

The adequate sample size for the research was 78 employees drawn from a total complement of 163 employees. The sample size was determined after using the Slovin formula at a 95% level of confidence with a margin error of 5%. The researcher used Slovin's formula to calculate the sample size n from the population $N = 163$. In the case where the researcher knows only the population, Slovin's formula can be applied (McCall, 1970). According to Slovin's formula: $n = N / (1 + Ne^2)^*$; *where n = sample size of the population, N = Total population and e = margin of error. In this study, the sample size n at 95 % confidence level will be calculated as follows: $n = 163 / [(1 + 163 (0.05^2)] = 66.87$ which was then rounded up to become 67 to become the sample size for this research. For the qualitative study, the same sample size was 11 participants. Table 3.2 below shows how the estimated quantitative and qualitative study participants were distributed.

Table 4.18: Sample Size of the study

uMzimkhulu Municipality	Designation	The population of staff in each category	Data collection method		Sampling method	Sample size
			Questionnaires	Interviews		
Senior Management	Mayor, Municipal Manager, Functional Directors	06		5	purposive sampling	5
Middle-Level Management	Functional Managers in Finance, Operations, Procurement, Maintenance	05		3	purposive sampling	3
Technicians and associate professionals	Technicians and associate professionals	08		3	purposive sampling	3
Operational employees	Finance, Operations, Procurement, Maintenance	163	67		Simple random sampling	67
TOTAL		182	67	11		78

4.8 Recruitment Strategy

The preliminary process involved in the recruitment of respondents for participation in the research involved seeking permission from the uMzimkhulu Local Municipality to gain access to interview participants. Once permission had been sought and granted potential respondents were contacted and modalities for choosing the sample of respondents were communicated. The next step involved the identification of respondents identified to be eligible to participate in the research followed by communicating the modalities of conducting the semi-structured interviews and the distribution and

collection of structured survey questionnaires to respondents. Respondents were given timelines for completing the survey questionnaires after which follow-ups were made after the lapse of seven days. As a preliminary intention, the researcher used a variety of methods to reach out to respondents in the form of emails, short message services and WhatsApp depending on the consent of the individual respondents.

Due to restrictions on face-to-face contact meetings imposed by COVID-19 restrictions, respondents were contacted by SMS and informed of new communication strategies such as Zoom, WhatsApp group and online communication. In terms of the interviews, the researcher utilised a group email address which was communicated to all identified respondents and respondents and a WhatsApp group was created whereby respondents were asked to send audio recordings of their responses. The interview guide was posted on the group email address. To achieve this, each respondent was given a coded identification number they had to use to identify themselves for example UMZ01, UMZ02 and so on. A group email address was created for forwarding the survey questionnaires and posting completed survey questionnaires online for those who have the capabilities to do so.

4.9 Data Collection Methods

The study made use of three data collection methods: semi-structured interviews for the qualitative aspect of the study, survey questionnaires for the quantitative approach, and document review for the gathering of secondary data.

4.9.1 Interviews

Semi-structured interviewing is done to probe the participant's perception of specific issues. The importance of semi-structured interviews is that they provide the possibility for the participants to give an in-depth analysis of the phenomenon based on their encounters and perceptions (Knox and Burkard, 2009; Babbie, 2010). They also provide a platform for the researcher to get more understanding of certain issues which cannot be seen directly through validation or verifying or remarks on the information gathered using another research tool (Agarwal and Buzzanell, 2015). Semi-structured interviews are partially structured as one-on-one interviews that allow new ideas to be generated from what interviewees say (Cleland et al., 2007). Semi-structured in-depth interviews allowed participants to share their views freely, to elaborate on, and clarify certain issues enabling researchers to collect in-depth data (Creswell et al., 2007). Questions for the interviews were derived from a pre-compiled interview guide and respondents will be asked to respond orally and data will

be gathered using a tape recorder. Questions in the interview guide were aligned with the research questions and objectives. The advantage of collecting data through virtual platforms such as Zoom, and WhatsApp audio was that it enabled the interviewing process shorter, as time was not wasted writing down notes. Virtual platforms also minimised instances of misinterpreting data as can be the case through note-taking.

4.9.2 Survey Method

The survey method was employed in this research to gather responses related to the research questions. The survey method encompassed the use of structured questionnaires with guided responses. A survey is a “research strategy that involves the structured collection of data from a sizeable population” (Saunders et al., 2009). Surveys are commonly done using questionnaires although structured interviews and structured observations can also be used. Survey method was adopted despite certain disadvantages associated with their use. For instance, questionnaire surveys are not ideal for the collection of detailed research findings as they restrict respondents to fixed-choice answers or guided answers. Nevertheless, the survey method was adopted because of several advantages that contributed to the study which outweighed the disadvantages. One of the advantages of the survey method is that it facilitates the collection of large volumes of data within a short space of time and is generally low-cost. Structured questionnaires have also the advantage that they minimise loss of time by amassing large amounts of data. Furthermore, the findings from structured questionnaires can be generalised to a larger population (Babbie, 2010). The other advantage of the survey method is that they were fairly easy to administer to a large number of people and it helped to achieve the objectives of descriptive research design. All these advantages provided the rationale for the adoption of the survey method as a data collection strategy.

4.9.4 Documents Review

Documentary review is a common method of collecting both qualitative and quantitative information from already existing written sources such as published articles, journals, organisational records, program/project records, databases and so on (Cohen et al., 2002). Documentary review has its demerits in research. For example, it is time-consuming to analyse all the documents. Sometimes the published material can be subjective. The element of subjectivity was minimised by consulting as many sources as possible and identifying areas of convergence and divergence. Notwithstanding, the disadvantages of documentary review, this method of inquiry was chosen for several reasons. One of

the key advantages of conducting documentary research is that one can get access to information that would be difficult to get from any other source. Another advantage of documentary review pertains to the fact that they are a cheaper source of accessing detailed information on all subject areas. The researcher examined articles, various pieces of legislation such as the Constitution, Municipal Structures Act, Municipal Systems Act, newspaper articles, published articles, books, and journals about the effectiveness of an adaptive complex leadership style towards achieving optimal performance, internal and external environmental complexities affecting leadership effectiveness in the uMzimkhulu Local Municipality and pertaining to the most effective leadership strategy suitable for optimising organisational performance in a complex municipal environment.

4.10 Quantitative Tests and Data Quality Control

According to Ghauri et al. (2020), data quality refers to measures taken to ensure that there are no flaws in the data collection exercise such that users of the findings can have an assurance that the findings are plausible and credible. Data quality control measures involve steps to be taken to ensure the validity and reliability of research data in quantitative research and measures to ensure the trustworthiness of research data in qualitative research (Bryman & Bell, 2003).

4.10.1 Validity

A pilot study was conducted to test the validity of the research instrument. The pilot study involved distributing a survey questionnaire to ten respondents working in a managerial capacity in one of the municipalities. It also involved giving the questionnaire to the research Supervisor for this study who is an expert both in the subject and in research matters. The purpose for conducting a pilot study lay in the fact that it helped in detecting any flaws that the research instrument may have thereby providing an opportunity for the refinement of the research instrument before the actual data collection exercise occurred. A pilot study helped to ensure both face validity and construct validity. The research expert who happened to be the Supervisor for this research was able to determine at face value whether the research instrument was properly constructed. The expert further expressed his opinion concerning whether the wording of the questions is clear, simple, and unambiguous and that it is free from words that convey stereotypes and prejudices on other races, ethnic groups, genders, creeds, religions and other forms of stereotyping. The expert further determined whether the questions in the research instrument were aligned with the research aim, objectives and problem statement. The

opinions and suggestions of the expert were taken into consideration and corrections were effected accordingly.

4.10.2 Reliability

Reliability refers to the extent to which data collection tools are consistent. Reliability was ensured by using the Cronbach Alpha measurement to determine levels of internal consistency. The Statistical Package for Social Sciences (SPSS version 24) was used to calculate the Cronbach Alpha coefficient. A co-efficient of 0.7 demonstrates that the findings are satisfactorily reliable. However, a Cronbach Alpha coefficient above 0.7 implied that the findings are reliable with the level of reliability increasing up to 1. The conduct of pilot testing was another way that the researcher employed to ensure the validity and reliability of the research instrument.

4.11. Qualitative Tests and Data Quality Control

Trustworthiness and authenticity of data are essential in research because they increase the trust that would-be users of the research findings. Cope (2014) points out that qualitative data control involves ensuring that the research findings are transferable, dependable, conformable, and credible. These principles are discussed below.

4.11.1. Credibility

According to Shenton (2004), credibility is the equivalent concept of "internal validity" in quantitative research. Cope (2014) argues that ensuring credibility is one of the most important factors in establishing the trustworthiness of the research findings. Shenton (2004) posits that several provisions that may be made by researchers to promote confidence that they have accurately recorded the phenomena under scrutiny. In this research, credibility was ensured by making preliminary visits to uMzimkhulu Local Municipality to gain familiarity with the working environment as well as familiarity with the existing literature on the municipality. Further, credibility will be ensured by triangulation of findings with existing literature on the internal and external complexities affecting the effectiveness of leaders.

4.11.2. Transferability

Transferability of research findings refers to the extent to which the findings pertaining to a topic can be transferable in similar contexts under similar circumstances (Shenton, 2004). In this research,

transferability was ensured by performing appropriate standard qualitative research data collection procedures such that the findings will relate to other findings from similar previous research which were undertaken in a similar environment and under similar circumstances.

4.11.3. Dependability

Lincoln and Guba (1982) posit that dependability refers to the extent to which research findings can be predictable and rehashed Data and Silverman (2011) opine that there is a close connection between credibility and dependability, arguing that, in practice, a demonstration of credibility goes some distance in ensuring dependability. Dependability of the findings refers to the extent to which the research findings can be counted upon to be dependable (Shenton, 2004). Dependability was achieved by exercising strictness to ensure that there were no flaws in the process of integration that takes place between data collection, analysis and the theory that is generated from the data. Repeated references between the research findings and the data collection tool were also conducted to help ensure that the findings are dependable.

4.11.4. Conformability

This is the degree to which the research findings are upheld by the information gathered (Denzin and Lincoln, 2011). The concept of conformability is the qualitative investigator's comparable concern to objectivity. The research was conducted in such a manner that the research findings are conformable. The principle of conformability in research refers to the extent the research findings have a close resemblance to the data collected (Coffey & Atkinson, 1996). This research ensured conformability by triangulation to reduce the effect of researcher bias and by admitting to one's beliefs and assumptions.

Lastly, the research ensured that the research findings were credible. In this research, credibility was ensured by making preliminary visits to uMzimkhulu Local Municipality to gain familiarity with the working environment as well as familiarity with the existing literature on the municipality. Further credibility will be ensured by triangulation of findings with existing literature on the internal and external complexities affecting the effectiveness of leaders.

4.12 Pilot Testing

A pilot test is an essential research process involving pre-testing the research instruments to determine whether there are any flaws or ambiguities that may need to be refined before the

commencement of the actual data collection exercise. A pilot test of a research instrument used in data collection involved identifying the following:

- Reasonableness of the questions asked in terms of alignment with the problem statement, research objectives and questions
- Adequacy of the range of research questions in the coverage of all aspects of the research
- The existence of ambiguous or unclear questions
- The existence of sensitive questions that may be offensive to respondents and other users of the research
- Any other flaws that may be identified

Thus, the main purpose of conducting a pilot run was to identify any potential flaws thereby providing an opportunity for the refinement of the research instrument to allow for the smooth running of the data collection exercise. A pilot run using a structured questionnaire on (ten) 10 respondents and an interview guide involving two (2) was conducted. Apart from pilot testing the research instruments on a set of respondents, the research instruments namely the structured questionnaire and interview guide were presented to the research expert the Supervisor for this research to express an opinion as to whether they are properly constructed and whether the range of questions are sensible and aligned with the research objectives in addition to clarity of language and any other aspects of the research. Consequently, the questions that were not coordinated with the research purpose, objectives and problem were removed and replaced with appropriate ones.

4.13 Measurements

The measuring tools of the study were the structured questionnaire for quantitative research calibrated on a Likert scale and the semi-structured interview schedule for qualitative research. The interview guide allowed for the collection of data on participants', feelings, attitudes, opinions, and behaviours on a variety of topics for the qualitative aspects of the study whilst a structured questionnaire was employed for the quantitative aspects of the study. For the purpose of this study, an open-ended type of interview guide in conjunction with closed-ended survey questionnaires with guided responses for the qualitative part of the study. These research instruments were employed to get the respondent's views on what they think are the internal and external environmental complexities that affect the

effectiveness of leadership. In that view, interview guides would be purposively distributed to managerial employees and 78 questionnaires were distributed to respondents. The questionnaires included guided answers on a Likert scale.

4.14. Interview Guide

The interview guide was chosen as the research instrument because it contained open-ended questions which allowed participants to express their views freely without any restriction as to what they should or how much they could say. The questions contained in the interview guide were constructed in such a way that they allowed respondents to elaborate, and clarify certain issues thereby enabling researchers to collect in-depth data. The interview guide for this study was constructed in the following manner:

Section A: This section has two open-ended questions which require respondent identification of their gender and occupation.

Section B: has open-ended questions relevant to elicit responses to the research question "What are the internal environmental complexities affecting leadership effectiveness at uMzimkhulu Local Municipality?"

Section C: has 3 open-ended questions relevant to elicit responses on the research. "What are the external environmental complexities affecting leadership effectiveness at uMzimkhulu Local Municipality?"

Section D: contains open-ended questions relevant to elicit responses on the research question "What is the most effective leadership style in a complex environment?"

The open-ended questions required open-ended responses.

The research employed both the use of nominal and ordinal scales in measuring non-numeric concepts. A nominal scale was used to measure interview responses from participants. Nominal scales were used for labeling variables, without the use of quantitative or numeric values like enabling leadership, administrative leadership or adaptive leadership. Nominal scales are also known in research parlance as referring to "labels (Creswell, 2014). Creswell (2014) defines ordinal scales in qualitative research as referring to non-numerical determination of which variable is more distinct than the other and the data is arranged in order of the magnitude of intensity. In the research data was ordered using an ordinal scale for qualitative data in the form of identifying the most cited factors

related to internal and external environmental complexities affecting leadership effectiveness at uMzimkhulu local municipality. The use of ordinal and nominal scales for measuring qualitative responses from interviewees was justified in the sense that they helped to show differences in perceptions and other qualitative variables hence making it easy to infer conclusions. This is even though they do not show the magnitude of the quantitative differences.

4.15. Survey Questionnaire Guide

Data for this research was collected through a survey questionnaire. The research instrument was developed using variables identified in the literature and guided answers provided were on a Likert scale with dimensions from 1 to 5 whereby 1 =strongly disagree, 2 = Disagree,3= Somewhat agree,4= agree, and 5= Strongly agreed. A structured survey questionnaire was used because it is fairly easy, quick and less costly to administer over a large sample of over 70 respondents than other data collection methods. The questionnaire is constructed as shown in Table 4.1 table below.

Table 4.19: Questionnaire Variables

Variable	Number of questions
Demographics	3
Internal environmental complexities	4
External environmental complexities	5
Most effective leadership style in a complex environment	9

As part of measures to avoid contracting the Covid-19 virus and measures to comply with Covid-19 regulations an online survey questionnaire was emailed to identify respondents from the target population. This was deliberately done to avoid face-to-face interaction. Respondents were notified once a questionnaire was emailed and constant reminders as to the return date for completion of the online questionnaire were made. This method of emailing out the questionnaire to respondents was helpful in the sense that respondents were not subjected to any undue influence when completing the questionnaire. The research respondents were informed of the time frame for completing of the online questionnaire. Respondents were given a month after which follow-ups were to be made on those who failed to meet the submission deadline.

4.16 Data Analysis

Both quantitative and qualitative methods of analysing data were employed in this research.

4.16.1 Qualitative Data Analysis

Qualitative data analysis for this study was achieved through thematic analysis which is a process that entails splitting a broader data set, sorting and organising the data into some pattern according to a commonality in context and meaning. Thematic analysis is important for the role it plays in making it easy to identify patterns of meaning across a data set that specifically answers a research question. Thematic analysis for this research involved a thorough process of getting familiar with the data first before engaging in coding of data, development of themes and revision. The following steps of conducting thematic analysis were undertaken. The first thematic analysis step involved reading the data set many times as a way of getting familiar with the contents of the data. The next step involved writing down the main recurring ideas or repeated sets of ideas. This was followed by sorting the data into dominant ideas identified and putting the data into classes. The next step involved classifying the data into distinct categories which were then coded. After the coding the researcher engaged in searching for themes followed by naming themes, reviewing themes and the final naming of themes. The themes were then analysed using NVIVO software.

4.16.2 Quantitative Data Analysis

Data from structured questionnaires were analysed using both descriptive and inferential statistics. The Statistical Package for Social Sciences (SPSS) version 24 was used to analyse quantitative data. According to (Stadtmauer et al., 2019) SPSS has a broad coverage of formulas and statistical routines that are updated every year to increase sophistication in terms of helping to analyse data from quantitative research. The package was instructed to generate both descriptive and inferential statistics. Descriptive statistics in the form of measures of central tendency, and measures of dispersion enabled the researcher to identify the mean, mode and median responses so that generalizations can be derived per each question asked. One-way ANOVA (test of homogeneity, Pearson's correlation coefficient and factor analysis were also used to measure association and relationships between internal, and external environmental complexities to leadership effectiveness.

4.17. Ethical Consideration

For ethical issues, the researcher ensured that ethical procedures were observed. In that view, the researcher applied for ethical clearance from the University of KwaZulu–Natal Research office which was granted. To respondents, the objective of the study was clearly explained, and participants were invited to participate voluntarily in the research. Anonymity and confidentiality were assured to the participants. Permission to do research in the municipal area was also sought from the relevant authorities at the KwaZulu-Natal Provincial government offices.

4.17.1 Informed Consent

The collection of data from respondents was done after securing the informed consent of participants. Informed consent is a crucial requirement for any researcher to subscribe to and it involves approaching potential respondents and providing all explanations regarding the research objectives, research purpose, rights and obligations to respondents.) (Saunders et al., 2009). Informed consent for this research will be secured after making providing all explanations regarding the research objectives, research purpose, rights and obligations to respondents and making respondents sign letters of Consent (see appendix E).

4.17.2 Explicit Authority

One of the ethical requirements of conducting research is to obtain written permission to conduct the study from the designated authorities of the organisations being studied (Saunders et al., 2009). Explicit authorisation will be secured by seeking written permission from the designated authorities at uMzimkhulu Local Municipality.

4.17.3 Privacy, Anonymity and Confidentiality

Research ethics refers to the principle of adhering to moral values and the legality of conducting research whilst avoiding immoral or wrongdoing that could put respondents at risk (Saunders et al., 2009). For ethical issues, the researcher ensured that ethical procedures were observed. The researcher applied for ethical clearance from the University of KwaZulu–Natal Research Office. To respondents, the objectives of the study were explained clearly, and participants were invited to participate voluntarily in the research. Participants were assured of anonymity and confidentiality. Confidentiality was ensured by storing the research documentation (questionnaires) securely locked

with the keys being kept solely by the researcher. Electronic data was encrypted with passwords only known to the researcher. Anonymity was ensured by instructing all respondents not to include their details on the research instrument and this instruction was complied with. Permission to undertake research in the Municipal area will also be sought from the relevant authorities in the uMzikhulu Municipality.

The following codes in Table 4.3 below will be used to identify respondents.

Table 4.20: Description of codes for the study

Organisation	Code	Description
UMzikhulu Local Municipality	UMZA01	Focus group A respondent 1
	UMZA02	Focus group A respondent 2
	UMZA03	Focus group A respondent 3
	UMZA04	Focus group A respondent 4
	UMZA05	Focus group A respondent 5

4.18 Limitations of the Study

The study is confined to uMzikhulu Local Municipality in KwaZulu-Natal Province. This means that the results of the study only apply to the specific area under study, and may not be generalised to other similar cases. COVID-19 limited the ability of the researcher to meet respondents physically and conduct face-to-face interviews.

4.19 Conclusion

The chapter identified the research philosophies or paradigms that inspired the research approach and methodological choices selected for the study. Pragmatism, which is a view that incorporates both an Interpretivist and Positivist way of thinking inspired a mixed methods research approach. This is a combination of the qualitative approach and the quantitative approach in answering research questions. The sample population and sample for the study were identified as members of senior and middle-level management and operational employees. A structured questionnaire and a standardised open-ended interview schedule were used to collect data that was analysed using descriptive statistics and thematic content analysis respectively. Ethical issues were taken into consideration during the data-gathering exercise. The next chapter presents and discusses the research results.

CHAPTER 5

INTERNAL ENVIRONMENTAL COMPLEXITIES AFFECTING LEADERSHIP EFFECTIVENESS

5.0 Introduction

In the last chapter, the focus was on the research methodology and design. The overall objective of the study was to investigate the effectiveness of an adaptive complex leadership style toward achieving optimal performance at uMzimkhulu Local Municipality. This chapter focuses on presenting the results from the survey and interviews. Figures and tables are presented in this chapter. To achieve the objectives of the research, data collected through questionnaires and in-depth interviews with participants is presented and analysed in this chapter. This chapter has four distinct sections. The first section presents, and analyses biographical data obtained from the research. The second section presents, and analyses data collected from gathered through questionnaires and in-depth interviews regarding participant views on the internal environmental complexities affecting leadership effectiveness in the uMzimkhulu Local Municipality. The third section presents and analyses data on external environmental complexities affecting leadership effectiveness in the uMzimkhulu Local Municipality. The fourth section presents, and analyses data collected gathered through questionnaires and in-depth interviews regarding the most effective leadership strategy suitable for optimising organisational performance in a complex municipal environment. The last part of the chapter presents the conclusion to the data presented.

5.1 Biographical Data of the Participant Population

To assess the effectiveness of an adaptive complex leadership style towards achieving optimal performance at uMzimkhulu Local Municipality, a survey questionnaire was availed to various key management, technical, and professional personnel representing a diverse cross-section of the municipality departments. In this section, a table containing the biographical information concerning the age, gender, level of education, and participant categories of the 112 participants who participated in the survey is provided. Although 67 respondents were deemed adequate for the quantitative survey, the final sample consisted of 112 respondents. A brief discussion accompanies the tables and figures. This section will begin by examining the different categories of respondents followed by a discussion

of age, gender, and level of education participant categories. Table 5.1 below presents the biographical information.

Table 5.21: Biographical Data on the Questionnaire Population

		UMzimkhulu Local Municipality (UMLM)	Total
		N	Frequency
Gender	Males	58	52.3
	Female	53	47.7
	Total	111	100
Age in years	18-25	33	29.5
	26-35	46	41.1
	36-45	25	22.3
	46-55	6	5.4
	Above 55	2	1.8
	Total	112	100
Level of Education	No formal education	3	2.7
	Primary	2	1.8
	Secondary	15	13.5
	Post -Secondary	18	16.2
	Above first Degree	73	65.8
	Total	111	100
Departments	Budgets	5	4.5
	Revenue Collection	13	11.8
	Waste Management	21	18.8
	Maintenance Infrastructure and Equipment	23	20.9
	Other	48	43.6
	Total	110	100

Source: Field Survey 2022. Sample size = 112.

The results displayed in Table 5.1 above demonstrate that out of a total of 112 respondents from UMzimkhulu Local Municipality (UMLM) participated in the survey.

5.1.1 Gender of respondents

Table 5.1 provides highlights regarding the gender of respondents across the departments of UMLM. A cumulative total of 58 males and 53 females participated in the study which can be further translated

to mean that 52.3 % of respondents were males compared to women who constituted a valid percentage of 47.7%. It is therefore apparent that more males participated in the research than females. This might imply that there are more male employees in managerial, professional, and technical trades working in the different departments of the municipalities or it might imply that males were more forthcoming in terms of participating in the study than females. The findings demonstrate that there were more males than females who completed the questionnaires. Further, this demonstrates that the findings from this study are slightly skewed towards male views than female views.

5.1.2 General Age of Respondents

Table 5.1 above illustrates that the youngest age group comprising people between the ages 18-25 years had the second highest number of respondents with a cumulative total of 33 respondents compared to the 26-to-35-year age group which had the highest number of respondents with a cumulative total of 46 respondents. As alluded to earlier, the 26 – 35 age categories constituted the highest number of respondents. In percentage terms, the results demonstrate that participants in the 18-25 age group accounted for 29.5% of the respondents whilst those in the 26-35 age group accounted for 41.1 %. Also, participants in the 36-45 age accounted for 22.3 % of respondents whilst those in the 46-55 age group accounted for 5.4% and respondents above 55 constituted 1.8% of respondents. Thus, the findings demonstrate that respondents in the age category 26-35 constituted the largest group of respondents followed by those in the 18-25 age category. Cumulatively the findings demonstrate that a total of 92.9 % of the respondents were below the age of 54 years with the majority being aged between 26-35 years. The significance of this finding is that they demonstrate the level of maturity of the people as far as the age categories of participants who formed the majority of the respondents.

5.1.3 Level of Education

The results also demonstrate that 2.7 % of respondents indicated that they had no formal education, 1.8% had primary level education, 13.5% indicated that they possessed secondary level education, 16.2 % of the respondents indicated that they had post-secondary level education and 65.8% had post-graduate education. This finding demonstrates that respondents above first-degree education constituted the majority of respondents followed by those who had post-secondary level education. The finding implies that the findings reflect the views of respondents who possess postgraduate degree qualifications. This might imply that most of the respondents might have had a better

understanding of the diction and terms in the research instrument. Words like complex, adaptive leadership, turbulent internal and external environments, enabling leadership, and administrative leadership require higher levels of education. Thus, one can be persuaded to interpret the findings of the research as emanating from people who possess secondary and post-graduate degree qualifications.

5.1.4 Departments

Respondents were asked to indicate their departments in the municipality. As shown in Table 5.1 majority of respondents came from "Other" departments besides budgeting, waste management, revenue collection, maintenance of infrastructure, and equipment departments. Table 5.1 also shows that 5 (five) respondents came from the budgeting department, thirteen (13) from the revenue collection department, twenty-one (21) from the waste management department, twenty-three (23) came from the maintenance of infrastructure and equipment departments, whilst seventy-three (73) came from "Other" departments. The results in Table 5.1 illustrate that 4.5% of respondents came from the budgeting department, 11.8% from the revenue collection department 18.8% from the waste management department, 20.9% from the maintenance of infrastructure and equipment departments, and 43.6% came from "Other" departments. This finding illustrates that the views of participants are heavily skewed in favour of management, technical and professional employees who came from "other" departments aside from budgeting, waste management, revenue collection, and maintenance of infrastructure and equipment departments.

5.1.5 Marital status of respondents

The study also sought to get an understanding of the marital status of respondents. This was crucial as it helped to determine the level of responsibility and understanding of broader societal issues that affect the internal environmental complexities of municipalities. Figure 5.1 below illustrates the percentage frequencies of participant.

Figure 5.1: Marital status of the respondents

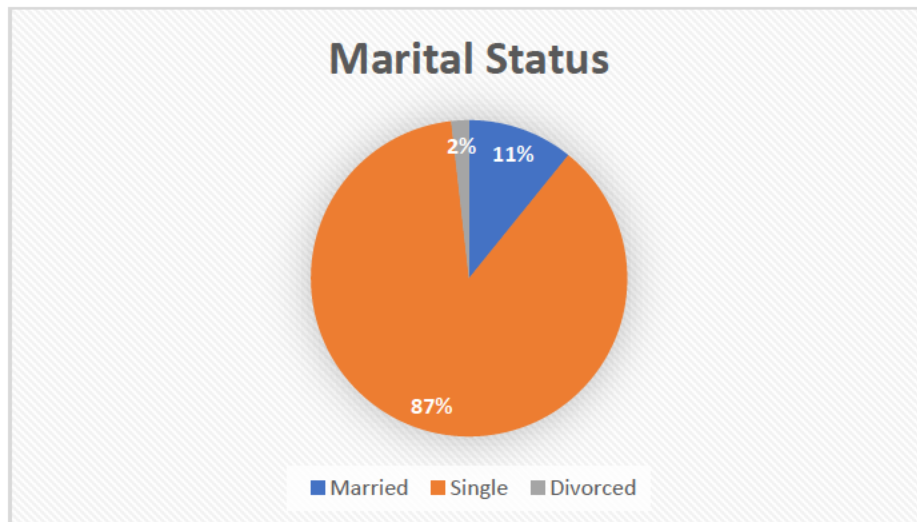


Figure 5.1: Marital status of the respondents

Source: Field Survey (2022).

As shown in Figure 5.1 above, 87% of respondents indicated that they were single, 11% indicated that they were married and 2% indicated that they were divorced. This finding illustrates that unmarried people constituted the highest number of respondents followed by married and lastly divorced people. Thus, the findings may be heavily skewed in favour of unmarried people than married or divorced people.

5.2: Internal Environmental Complexities Affecting Leadership Effectiveness in the uMzimkhulu Local Municipality

The first objective of this study was to examine the internal environmental complexities affecting leadership effectiveness in the UMLM. Fourteen (14) themes emerged from this objective and these themes are presented in this chapter to test and evaluate the extent to which leadership effectiveness at UMLM is affected by internal environmental complexities. The themes are discussed in the following order:

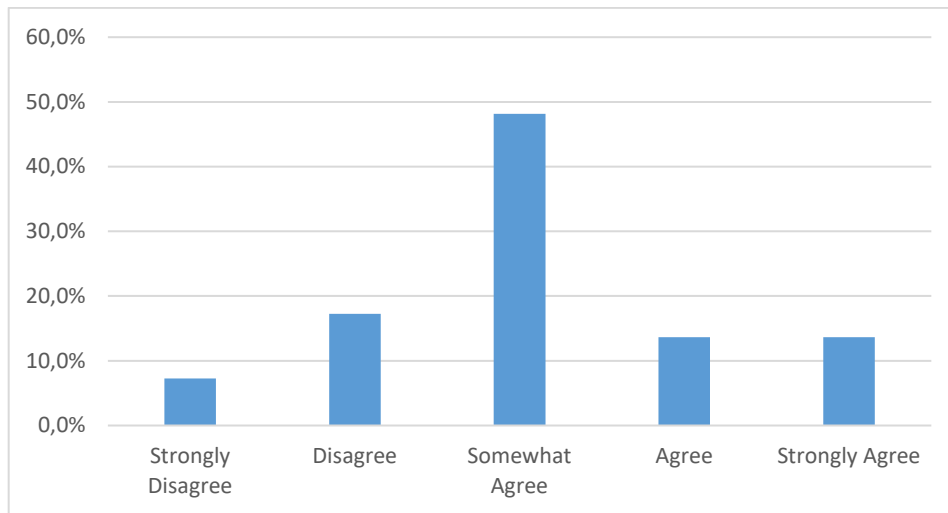
- Constant personality clashes of heterogeneous personalities of employees
- Conflicting interests between the management of different departments
- Lack of a strategic coherent vision within the municipality
- Municipality vision is clear and realistic and imposes a clear sense of direction
- Agent interactions within the municipality are generating tensions

- Willingness to embrace initiatives and ideas exists among municipal management
- Most employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work
- Qualified and experienced employees within the municipality collaborate with other employees
- Internal Organisational cohesion within the municipality is a challenge
- The pursuit of self-interest dominates organisational interests
- The existence of multiple agencies from interdisciplinary jurisdictions
- Cross-jurisdictional teams competing for constrained resources
- Changes in knowledge and skills required
- Attitudinal resistance to new technologies and changes
- Constantly changing employee expectations

5.2.1: Constant personality clashes of heterogeneous personalities of employees affecting leadership effectiveness

One of the most important internal environmental complexities affecting leadership effectiveness is the existence of constant personality clashes of heterogeneous personalities of employees. Workplaces are often populated with people who have different personalities. In most instances, different (heterogeneous) personalities at workplaces pose challenges to leadership effectiveness. It is not always easy for a leader to provide effective leadership in an environment where there are heterogeneous personality's clashes on issues confronting an organisation. Thus, the existence of constant personality clashes and their effect on leadership effectiveness had to be investigated. This study examined the extent to which constant personality clashes of heterogeneous personalities of employees affect leadership effectiveness at UMLM. Figure 5.2 illustrates respondents' views regarding the extent to which constant personality clashes of heterogeneous personalities of employees affect leadership effectiveness at UMLM.

Figure 5.2: Personality clashes of heterogeneous personalities



As shown in Figure 5.2 13.6% of the respondents strongly agreed that personality clashes of heterogeneous personalities affect leadership effectiveness. About 13.6% of the respondents agreed with the statement that constant personality clashes of heterogeneous personalities of employees affect leadership effectiveness. Data presented in Figure 5.2 also show that a majority of about 48.2% of the respondents somewhat agreed that constant personality clashes of heterogeneous personalities of employees affect leadership effectiveness. About 17.3% of the respondents seem not to agree with the statement while 7.3% strongly disagreed with the statement. What stands out from the data is that the majority of respondents somewhat agree that personality clashes of heterogeneous personalities affect leadership effectiveness. A visual analysis of the graph demonstrates that more respondents agreed than disagreed.

Additionally, the above results were further examined by analysing respondents' perceived views about the extent to which constant personality clashes of heterogeneous personalities of employees affect leadership effectiveness based on level of education. A cross-tabulation was used to check respondents' views regarding the extent to which employees' constant heterogeneous personality clashes affect leadership effectiveness at UMLM. Table 5.2 presents the results of these views based on the respondents' educational qualifications.

Table 5.22: Municipality* Personality clashes of heterogeneous personalities of employees

Qualifications Personality Clashes of Heterogeneous Personalities of Employees Cross Tabulation		
	Personality clashes of heterogeneous personalities of employees	Total

			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	2	0	1	0	0	3
		% within Qualifications	66,7%	0,0%	33,3%	0,0%	0,0%	100,0 %
		% within Personality clashes of heterogeneous personalities of employees	25,0%	0,0%	1,9%	0,0%	0,0%	2,7%
	Primary	Count	0	0	2	0	0	2
		% within Qualifications	0,0%	0,0%	100,0%	0,0%	0,0%	100,0 %
		% within Personality clashes of heterogeneous personalities of employees	0,0%	0,0%	3,8%	0,0%	0,0%	1,8%
	Secondary	Count	0	2	9	2	2	15
		% within Qualifications	0,0%	13,3%	60,0%	13,3%	13,3%	100,0 %
		% within Personality clashes of heterogeneous personalities of employees	0,0%	10,5%	17,0%	13,3%	13,3%	13,6 %
	Post-secondary	Count	1	4	5	6	2	18
		% within Qualifications	5,6%	22,2%	27,8%	33,3%	11,1%	100,0 %
		% within Personality clashes of heterogeneous personalities of employees	12,5%	21,1%	9,4%	40,0%	13,3%	16,4 %
	Above first degree	Count	5	13	36	7	11	72
		% within Qualifications	6,9%	18,1%	50,0%	9,7%	15,3%	100,0 %
		% within Personality clashes of heterogeneous personalities of employees	62,5%	68,4%	67,9%	46,7%	73,3%	65,5 %
Total		Count	8	19	53	15	15	110
		% within Qualifications	7,3%	17,3%	48,2%	13,6%	13,6%	100,0 %
		% within Personality clashes of heterogeneous personalities of employees	100,0%	100,0%	100,0%	100,0%	100,0%	100,0 %

Chi-Square Tests Result:($\chi^2= 27.964$, df =16, p=0.03)

The results reveal that none of the respondents with no formal education agreed nor strongly agreed that personality clashes of heterogeneous employees affect leadership effectiveness at UMLM, However, only one (1) respondent (33.3%) with no formal education somewhat agreed with the

statement. The results also show that two (2) respondents (66.7%) of the respondents with no formal education strongly disagreed that personality clashes of heterogeneous employees affect leadership effectiveness at UMLM. All the respondents (100%) with primary education somewhat agreed with the research statement. This group formed 3.8% of all respondents who somewhat agreed with this question. As far as respondents with secondary education are concerned, 60% of them somewhat agreed that personality clashes of heterogeneous employees affect leadership effectiveness at UMLM, but they represented only 17.0% of all the respondents who somewhat agreed. While 13.3% agreed, a similar percentage (13.3%) also strongly agreed with the statement. However, 13.3% disagreed. Furthermore, Table 5.2 also reveals that 33.3% of post-secondary respondents agreed personality clashes of heterogeneous employees affect leadership effectiveness at UMLM. Also, 11.1% strongly agreed and 27.8% somewhat agreed with the statement. About 21.1% of post-secondary respondents disagreed while 12.5% strongly disagreed with the statement. As regards respondents who have above first degree, 50.0 % of them somewhat agreed, while 9 (7%) agreed and 15.3% strongly agreed that personality clashes of heterogeneous employees affect leadership effectiveness at UMLM. About 18.1% of respondents with an above degree disagreed while 6.9 % strongly disagreed with the statement. There are, however, variations of responses across and within the five educational qualifications categories. However, respondents with no formal education stand out as they have the highest number (66.7%) who strongly disagreed that personality clashes of heterogeneous employees affect leadership effectiveness at UMLM. This may be attributed to a lower level of understanding of the terminology used in the research question. Words such as heterogeneous, and personality clashes may not have been clearly understood by respondents. The findings further demonstrate that there is a lack of uniformity of responses across all the qualification categories. However, it is apparent that most of the respondents from primary level to above degree level qualification somewhat agree with the statement that they disagree. The overall result from the five categories of educational qualification revealed that while 30 (27.2%) of the total respondents (110) affirmed that educational qualification affects personality clashes of heterogeneous employees at UMLM, 27 (24.6%) refuted the statement, 53 (48.2%) of the respondents somewhat agreed. These results indicated that just a little less than half of the respondents somewhat agreed with the statement. Thus, cumulatively, those who agreed are more than those who disagreed that personality clashes of heterogeneous employees affect leadership effectiveness at UMLM.

However, a visual analysis of the table seems to suggest that the views of respondents vary based on their qualifications. However, to confirm the expressed views of the respondents, a Chi-square test was conducted. Chi-square is a test that shows an association between variables under study based on the educational qualification of the respondents. The Chi-square result on whether personality clashes of heterogeneous employees affect leadership effectiveness at UMLM shows ($\chi^2= 27.964$, $df=16$, $p=0.03$). This result shows that the p-value in the Chi-square analysis is less than the significance level of 0.05. Therefore, the result shows a statistically significant association between the educational qualification of the respondents and the views that personality clashes of heterogeneous employees affect leadership effectiveness at UMLM. Hence, the views were influenced by the level of educational qualification. Next is a discussion of the qualitative interview results from the focus group discussion undertaken.

On the conducted interview the participants answered the interview questions on the existence of internal environmental complexities affecting leadership effectiveness. A code was assigned to each respondent who participated interview, for example IDGRP1 means participant number 1, IDGRP2 identifies participant number 2, and so on. The most striking part of the findings from the data collected from interviews is that most of the participants believe that personality clashes from heterogeneous employees affect leadership effectiveness at UMLM. Some respondents stated:

"I found it to be too taxing to deal with all sorts of personalities coming in and out of the municipality, our high staff turnover has ushered too many characters with too many different personality traits and so it needs a great deal of ingenuity to deal with such a personality environment, and so its time consuming to customise my leadership to coordinate and harmonise different personalities".
IDGRP1

"complexity in the municipality is brought about by the dysfunctional conflict that sometimes occurs due to a complex combination of employees who have different social and personal traits and attributes and this conflict sometimes scuttles progress" IDGR 2

"one internal complexity I face is that the employees I lead have different personality characteristics and there are often bad relations between them so I will be forced to take a great deal of time resolving these bad relations at the expense of providing leadership for improving service delivery" IDGR 3

A recurrent theme from the interviews was that leaders at the UMLM confirmed the existence of personality clashes that result in bad relations, dysfunctional conflict, and poor service delivery performance. There is, therefore, convergence between the quantitative, qualitative, and documentary analysis findings. For instance, quantitative results demonstrated that a majority of respondents somewhat agreed that personality clashes from heterogeneous employees affect leadership effectiveness at UMLM. The results from both quantitative and qualitative research reveal that personality clashes from heterogeneous employees somewhat affect leadership effectiveness at UMLM. The section below discusses results regarding the existence of conflicting interests between the management of different departments.

5.2.2 Conflicting interests between the management of different departments

Conflicting interests between the management of different departments is inevitable in municipalities. Whenever an organisation is departmentalised, managers of different departments can find themselves embroiled in conflict over many issues, especially if senior leaders are not effective in the allocation of resources. Conflicting interests between the management of different departments can sometimes become complex resulting in the dysfunctionality of leadership and can also hinder leadership effectiveness in solving service delivery issues. Respondents were asked if they agreed with the statement on whether conflicting interests between management of different departments affect leadership effectiveness at UMLM. Figure 5.3 presents findings on conflicting interests between the management of different departments on leader effectiveness.

Figure 4.3: Conflicting interests between the management of different departments

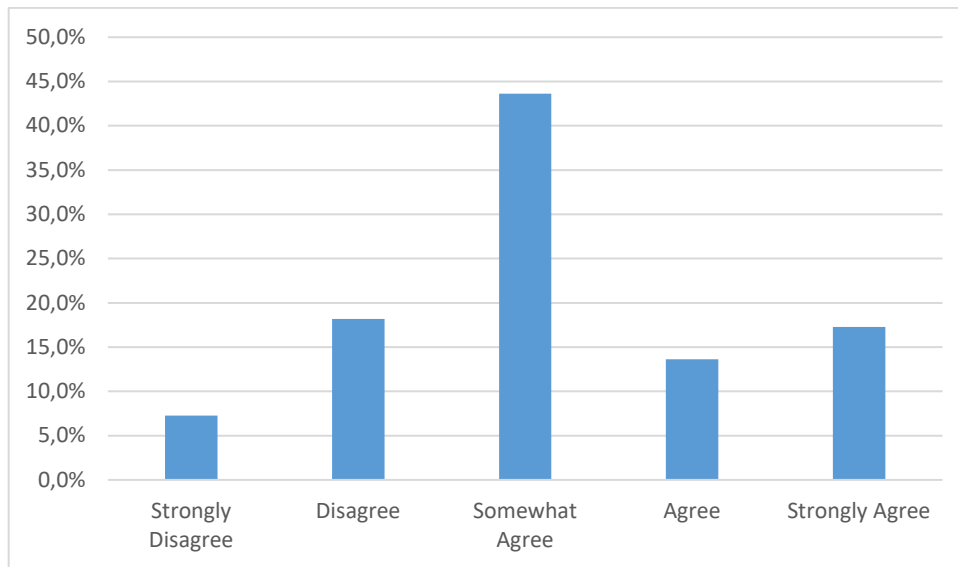


Figure 5.3 above demonstrates that out of the total respondents (110), 43.2% of the respondents somewhat agreed that conflicting interests between the management of different departments affect leadership effectiveness at UMLM. Also, 13.6 % agreed and 17.3% strongly agreed 7.2% strongly disagree, while 18.7% disagree that conflicting interests between the management of different departments affect leadership effectiveness at UMLM. The fact that a majority of respondents somewhat agreed may be because the conflict between management of different departments affects leadership effectiveness at UMLM and may not be more visible and devastating than would be assumed. This might therefore imply that though the conflict is believed to exist, it is not having a devastating impact on leader effectiveness. Furthermore, a visual analysis of the graph demonstrates that more respondents agreed than disagreed. Possible reasons for having a significant number of respondents agreeing may be due to the visible nature of the conflict between the management of some different departments. These findings are significant for the management of UMLM as they clearly reveal the significant existence of conflict between the management of different departments. Thus, management needs to proactively strategise to deal with this type of conflict as it has the potential to impact leader effectiveness and hence negatively affect service delivery.

Additionally, the above results were further examined by analysing respondents' perceived views about the existence of conflicting interests between the management of different departments affecting leadership effectiveness at UMLM based on respondent's qualifications. A cross-tabulation was used to ascertain respondents' views regarding the existence of conflicting interests between

management of different departments at UMLM based on respondent's qualifications. Table 5.3 displays the results pertaining to each respondent's views regarding the existence of conflicting interests between the management of different departments affecting leadership effectiveness at UMLM based on the respondent's qualifications. Table 5.3 below shows the results pertaining to the existence of conflicting interests between the management of different departments.

Table 5.23: Conflicting interests between management of different departments

Qualifications * Conflicting interests between the management of different departments Crosstabulation								
			Conflicting interests between the management of different departments					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	1	2	0	0	3
		% within Qualifications	0,0%	33,3%	66,7%	0,0%	0,0%	100,0%
		% within Conflicting interests between the management of different departments	0,0%	5,0%	4,2%	0,0%	0,0%	2,7%
	Primary	Count	0	0	0	0	2	2
		% within Qualifications	0,0%	0,0%	0,0%	0,0%	100,0%	100,0%
		% within Conflicting interests between the management of different departments	0,0%	0,0%	0,0%	0,0%	10,5%	1,8%
	Secondary	Count	2	2	7	2	2	15
		% within Qualifications	13,3%	13,3%	46,8%	13,3%	13,3%	100,0%
		% within Conflicting interests between the management of different departments	25,0%	10,0%	14,6%	13,3%	10,5%	13,6%
	Post-secondary	Count	4	7	2	4	1	18
		% within Qualifications	22,2%	38,9%	11,1%	22,2%	5,6%	100,0%

	Above first degree	% within Conflicting interests between the management of different departments	50,0%	35,0%	4,2%	26,7%	5,3%	16,4%
		Count	2	10	37	9	14	72
		% within Qualifications	2,8%	13,9%	51,4%	12,5%	19,4%	100,0%
		% within Conflicting interests between the management of different departments	25,0%	50,0%	77,1%	60,0%	73,7%	65,5%
Total		Count	8	20	48	15	19	110
		% within Qualifications	7,3%	18,2%	43,6%	13,6%	17,3%	100,0%
		% within Conflicting interests between the management of different departments	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result :($\chi^2= 33.117$, $df=16$, $p=0.007$)

(Source: Field Survey 2022. Sample size = 112).

The results shown in Table 5.3 above reveal that none of the respondents without formal education agreed or strongly agreed that conflicting interests between the management of different departments affect leadership effectiveness at UMLM. However, 66.7% of respondents with no formal educational qualifications somewhat agreed that conflicting interests between the management of different departments affect leadership effectiveness at UMLM while 33.3% of the respondents disagreed. Interestingly, 100% of the respondents with primary education agreed with the research question. As far as respondents with secondary education are concerned, 46.8% somewhat agreed, 13.3% agreed while a similar 13.3% strongly agreed. In the same vein, 13.3% disagreed while 13.3% strongly disagreed. Table 5.3 also reveals that 22.2 % of post-secondary respondents agreed, 5.6 % strongly agreed and 11.1% somewhat agreed that conflicting interests between the management of different departments affect leadership effectiveness at UMLM. About 38.9% of post-secondary respondents disagreed while 22.2% strongly disagreed with the statement. This finding illustrates that respondents

with post-secondary education qualifications have varied views regarding the role of conflicting interests between management of different departments on leadership effectiveness.

The Table further reveals that 51.4 % of the respondents with an above-degree qualification somewhat agreed, 12.5 % agreed and 19.4 % strongly agreed that conflicting interests between the management of different departments affect leadership effectiveness at UMLM. While 13.9% of respondents with an above degree disagreed, 2.8 % strongly disagreed with the statement. It is clear that the results of respondents with an above degree qualification are skewed towards agreeing to the statement than those disagreeing. There are, however, variations of responses across and within the five educational qualifications categories. The finding demonstrates that respondents with no formal educational level qualifications to a larger extent somewhat agreed that conflicting interests between management of different departments affect leadership effectiveness at UMLM than explicitly agreeing and disagreeing with the statement. However, this group formed a tiny percentage of all respondents who somewhat agreed. This contradicts respondents with primary-level educational qualifications who all agreed with the statement. Differences in perceptions between these groups require further investigation.

On the other hand, respondents who had secondary educational qualifications had the second highest cumulative percentage (73.3%) of respondents who both somewhat agreed and explicitly agreed with the statement. Also, Table 5.3 shows that respondents with post-secondary educational qualifications had the highest number of people cumulatively (61.1%) who disagreed with the statement meaning they generally disagree that conflicting interests between management of different departments affect leadership effectiveness at UMLM. Respondents who had an above degree qualification had the third highest number of respondents who somewhat agreed (51.4%) and who generally agreed. It is clear that more respondents somewhat agreed with the statement. However, respondents with no formal education stand out as they have the highest number (66.7%) who strongly disagreed that conflicting interests between the management of different departments affect leadership effectiveness at UMLM. In general, the result indicated that based on the level of educational qualification, a total of 34 (30.9%) respondents agreed that conflicting interests between the management of different departments affect leadership effectiveness at UMLM. Likewise, a total of 28 (25.5%) respondents disagreed with the statement while 48 (43.6%) of the respondents somewhat agreed. These results showed that those that somewhat agreed were more than those that agreed or disagreed. Sequel to the

visual analysis of the table which seems to suggest that the views of respondents vary based on their qualifications, a Chi-square test was conducted. The result showed ($\chi^2= 33.117$, $df=16$, $p=0.007$). This shows that there is a statistically significant association between the above views and that conflicting interests between the management of different departments affect leadership effectiveness at UMLM. These views are based on the qualifications of the respondents. Therefore, it is safe to say, that the views were not said in isolation, they were influenced by the level of educational qualification.

Qualitative interviews supplemented the above quantitative data. The research instrument also contained an interview question on the aspect of ascertaining whether conflicting interests between the management of different departments affect leadership effectiveness at UMLM. The majority of participants from the interviews thought that conflicting interests between the management of different departments affect leadership effectiveness at UMLM. This finding is corroborated by the following interview excerpts:

“..... being a manager in a municipality exposes you to various sources of conflict as political machinations and lobbying often takes centre stage, for example resource deployment is sometimes allocated based on political considerations rather than rational basis and so this gives rise to situations where some departments are better resourced than others leading to conflict and disharmony between departments” IDGR 3

“.....competition for resources between departments is limiting the effectiveness of leadership in departments that are under resourced, this resource competition sometimes leads to conflict between departments for the limited resources available and in some cases this competition can lead to unhelpful conflict” IDGR 4

“...I have observed that certain departments are overlooked in terms of resource allocation and deployment and this leads to poorly resourced departments underperforming compared to well-resourced departments” IDGR 5

The results from the survey questionnaire and the interviews demonstrate that the majority of respondents generally affirmed that conflicting interests between the management of different departments affect leadership effectiveness at UMLM. The interviews provided further insights into the existence of conflict between departments mainly arising from resource competition which is

negatively affecting leadership effectiveness. The section below discusses results regarding the lack of a strategic coherent vision within the municipality.

5.2.3 Lack of a strategic coherent vision within the municipality

In this study respondents were asked if they agreed with the statement that “Lack of a strategic coherent vision within the municipality affects leadership effectiveness”. Figure 5.4 presents the findings of this statement.

Figure 5.4: Lack of a strategic coherent vision within the municipality

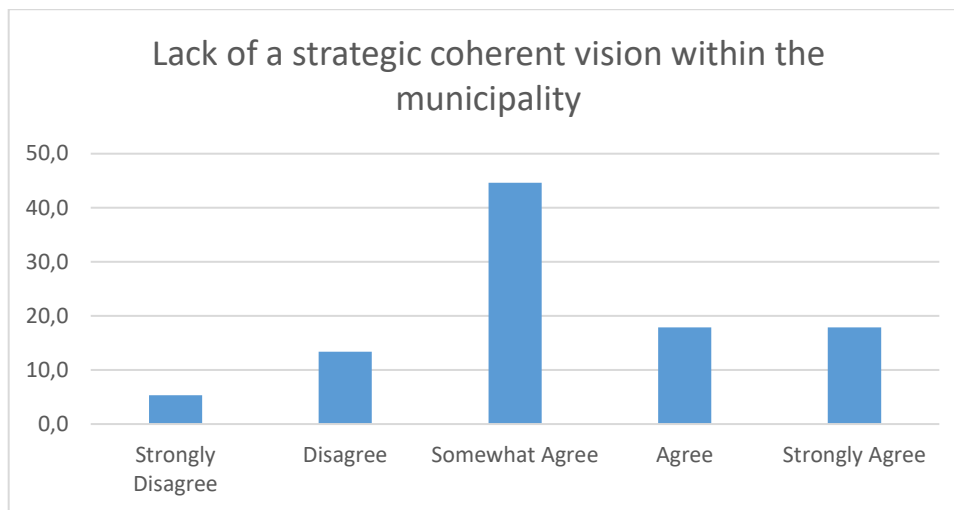


Figure 5.4 demonstrates that a majority of respondents 44.5% somewhat agreed with the statement "Lack of a strategic coherent vision within the municipality affects leadership effectiveness". Further, 18.2% agreed and another 18.2% also strongly agreed with the statement. A small but significant minority of respondents 13.6% disagreed and 5.5% disagreed. It is clear that most respondents somewhat agreed suggesting that respondents are not expressly satisfied with the coherence of the strategic vision. Such a scenario causes a serious internal environmental complexity as most followed by those who expressly agreed demonstrating that a large majority will likely not be motivated to fully contribute towards the attainment of the vision of the municipality. This complexity will be compounded by the cumulative 10% of respondents who expressly disagreed. The existence of the large majority of employees who do not expressly believe in the coherence of the vision will weigh down those employees who believe in the vision.

A cross-tabulation was used to ascertain respondents' views regarding the existence of a lack of a strategic coherent vision within the municipality at UMLM based on respondents' qualifications.

Table 5.24: Lack of a strategic coherent vision within the municipality

Qualifications * Lack of a strategic coherent vision within the municipality Cross tabulation								
			Lack of a strategic coherent vision within the municipality					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	2	1	0	0	3
		% within Qualifications	0,0%	66,7%	33,3%	0,0%	0,0%	100,0%
		% within Lack of a strategic coherent vision within the municipality	0,0%	13,3%	2,0%	0,0%	0,0%	2,7%
	Primary	Count	0	0	0	2	0	2
		% within Qualifications	0,0%	0,0%	0,0%	100,0%	0,0%	100,0%
		% within Lack of a strategic coherent vision within the municipality	0,0%	0,0%	0,0%	10,0%	0,0%	1,8%
	Secondary	Count	1	1	7	3	3	15
		% within Qualifications	6,7%	6,7%	46,6%	20,0%	20,0%	100,0%
		% within Lack of a strategic coherent vision within the municipality	16,7%	6,7%	14,3%	15,0%	15,0%	13,6%
	Post-secondary	Count	3	3	5	5	2	18
		% within Qualifications	16,7%	16,7%	27,8%	27,8%	11,1%	100,0%
		% within Lack of a strategic coherent vision within the municipality	50,0%	20,0%	10,2%	25,0%	10,0%	16,4%

	Above first degree	Count	2	9	36	10	15	72
		% within Qualifications	2,8%	12,5%	50,0%	13,9%	20,8%	100,0%
		% within Lack of a strategic coherent vision within the municipality	33,3%	60,0%	73,5%	50,0%	75,0%	65,5%
Total		Count	6	15	49	20	20	110
		% within Qualifications	5,5%	13,6%	44,5%	18,2%	18,2%	100,0%
		% within Lack of a strategic coherent vision within the municipality	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result :($\chi^2= 26.486$, $df=16$, $p=0.048$)

Table 5.4 reveals that the highest proportion of respondents with no formal education (66.7%) disagreed with the statement that the lack of a strategic coherent vision within the municipality is affecting leadership effectiveness within the municipality. However, these constitute only 2 out of the 3 respondents. However, 1 of the respondents somewhat agreed with the same statement. Concerning respondents with primary educational qualifications, 100% of respondents agreed that the lack of a strategic coherent vision within the municipality is affecting leadership effectiveness within the municipality. Interestingly the highest proportion of respondents with secondary level education (46.6%) somewhat agreed, while 20% of the respondents agreed. 20% strongly agreed that the lack of a strategic coherent vision within the municipality is affecting leadership effectiveness. 16.7% disagree, while another 16.7 strongly disagreed. The results from the category of respondents with post-secondary education show a similar pattern whereby the majority of respondents in this category 27.8% somewhat agreed, while 27.8% agreed and 11% strongly agreed. with the statement. Concerning the respondents with the above first degree, 50.0%% somewhat agreed, 13.9% agreed while another 20.8 % strongly agreed, 12.5% disagreed, while 2.8% strongly disagreed that the lack of a strategic coherent vision within the municipality is affecting leadership effectiveness. A Chi-square test was done to verify the association between the respondents' views that the statement that the lack of a strategic coherent vision within the municipality is affecting leadership effectiveness at

UMLM and their educational qualifications. The result Chi-square showed ($\chi^2= 26.486$, $df=16$, $p=0.048$). The result indicates a significant association between the educational level of the respondents and their views that the lack of a strategic coherent vision within the municipality is affecting leadership effectiveness at UMLM. This result confirmed that the views were influenced by the level of the respondents' educational qualifications. Overall, these results provide an important insight into how respondents with different levels of educational qualifications perceive the lack of a strategic vision as an internal environmental complexity and its effect on leadership effectiveness. Thus, Table 5.5 below summarises some of the themes pertaining to the lack of a unifying vision as a contributor to internal environmental complexities.

Table 5.25: The lack of a unifying vision to internal environmental complexities

Sub-theme	Participants Response	Source
Lack of a unifying vision	<p><i>"In our municipality, the challenge is that there has been so much staff turnover among both junior and senior managerial staff such that the vision is now blurred and no longer as unifying as it should be. High staff turnover has affected the embodiment of a unifying vision that has a buy in among staff because group cohesion is lacking and the vision is not holding, such that there is lack of a unifying and common purpose commitment among the employees of the municipality"</i></p> <p><i>" we don't have what we call rallying vision to unify us and the people supposed to craft the vision changes all the time and tis affects staff morale ,staff are lack directionless as the visions do not have widespread support"</i></p> <p><i>" complexity is caused by failure to have a vision that is well crafted and well</i></p>	<p>IDGR 1</p> <p>IDGR 3</p>

	<i>promoted among the employees to effect unity of purpose”</i>	IDGR 5
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5.2.4 Municipality vision is clear and realistic and imposes a clear sense of direction

Clarity and being realistic are among the key characteristics of a good vision. If a vision is not clear and realistic it affects motivation among employees and it also affects overall organisational performance as everyone lacks a clue of what an organisation is headed to, and what its destination and achievements need to be. Thus, the respondents were asked if the municipality's vision is clear and realistic showing a clear sense of direction. The frequency of the responses is presented in Figure 5.5 below.

Figure 5.5: Municipality vision is clear and realistic and imposes a clear sense of direction

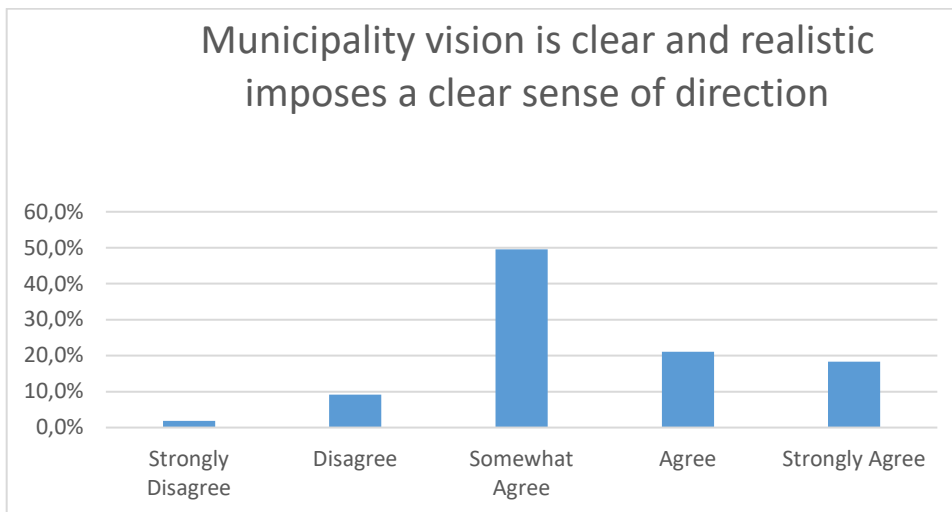


Figure 5.5 above reveals that the highest proportion of respondents (49.5%) of respondents somewhat agreed, while 21.1% agreed and 18.3% strongly agreed to the statement that Municipality vision is clear and realistic and imposes a clear sense of direction". A small but significant proportion of 9.3% disagreed and 1.8% also strongly disagreed with the statement. Clearly, the results in Figure 5.5 illustrate that more respondents cumulatively agreed with the statement than the respondents who disagreed. The high proportion of respondents who somewhat agreed demonstrates uncertainty and lack of clarity as to the extent to which the municipality's vision can be regarded as clear and realistic.

This finding suggests the need for more improvements to the clarity of the vision and towards making it realistic.

Table 5.6 below shows cross-tabulation results of respondent views regarding the existence of a clear and realistic vision that imposes a clear sense of direction.

Table 5.26: Municipality's vision and sense of direction

Qualifications * Municipality vision is clear and realistic and imposes a clear sense of direction Cross tabulation								
			Municipality vision is clear and realistic and imposes a clear sense of direction					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	0	2	1	0	3
		% within Qualifications	0,0%	0,0%	66,7%	33,3%	0,0%	100,0%
		% within Municipality vision is clear and realistic and imposes a clear sense of direction	0,0%	0,0%	3,7%	4,3%	0,0%	2,8%
	Primary	Count	0	0	0	1	1	2
		% within Qualifications	0,0%	0,0%	0,0%	50,0%	50,0%	100,0%
		% within Municipality vision is clear and realistic and imposes a clear sense of direction	0,0%	0,0%	0,0%	4,3%	5,0%	1,8%
	Secondary	Count	1	1	9	2	1	14
		% within Qualifications	7,1%	7,1%	64,3%	14,3%	7,1%	100,0%
		% within Municipality vision is clear and realistic and imposes a	50,0%	10,0%	16,7%	8,7%	5,0%	12,8%

		clear sense of direction						
		Count	1	2	6	5	4	18
		% within Qualifications	5,6%	11,1%	33,3%	27,8%	22,2%	100,0%
		% within Municipality vision is clear and realistic and imposes a clear sense of direction	50,0%	20,0%	11,1%	21,7%	20,0%	16,5%
	Above first degree	Count	0	7	37	14	14	72
		% within Qualifications	0,0%	9,7%	51,4%	19,4%	19,4%	100,0%
		% within Municipality vision is clear and realistic and imposes a clear sense of direction	0,0%	70,0%	68,5%	60,9%	70,0%	66,1%
	Total	Count	2	10	54	23	20	109
		% within Qualifications	1,8%	9,2%	49,5%	21,1%	18,3%	100,0%
		% within Municipality vision is clear and realistic and imposes a clear sense of direction	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result :($\chi^2= 12.908$, $df=16$, $p=0.680$)

From Table 5.6 above, the results show that although the majority of all respondents (49.5%) somewhat agreed regarding the existence of a clear and realistic vision that imposes a clear sense of direction. There are, however, some recognisable variances in terms of level and degree of agreement based on qualifications. From the data, respondents in all the categories have differences in perceptions in terms of agreement on whether there is a clear and realistic vision that imposes a clear sense of direction. For instance, those without formal education have most of the respondents (66.7%) somewhat agreed that municipality vision is clear and realistic showing a clear sense of direction at

UMLM while 33.3% agreed with the statement. A cumulative majority of 100% of respondents with primary education (i.e., 50% agreed and another 50% strongly agreed). A majority of respondents (64.3%) with secondary education somewhat agreed, 14.3% agreed and 7.1% strongly agreed with the statement. Also, a total of 14.2% (7.1% strongly disagreed and 7.1% disagreed) disagreed that the municipality vision is clear and realistic showing a clear sense of direction at UMLM. Concerning respondents with post-secondary education, a majority of respondents (33.3%) with secondary education somewhat agreed, 27.8% agreed and 22.2% strongly agreed with the statement while 11.1% of this category disagreed and 5.6% strongly disagreed. The majority (51.4%) of respondents with above-degree somewhat agreed with the statement, while 19.4% agreed and 19.4% strongly agreed. A minority (9.7%) of respondents in this category disagreed that the municipality vision is clear and realistic showing a clear sense of direction at UMLM

The overall result, therefore, showed that according to the level of educational qualification of the respondents, a total of 43 (39.4%) of the respondents answered in the affirmative that conflicting interests between management of different departments affect leadership effectiveness at UMLM. Similarly, a total of 12 (11%) respondents disagreed with the statement while 54 (49.5%) of the respondents somewhat agreed. From the result, almost half of the total respondents somewhat agreed that conflicting interests between the management of different departments affect leadership effectiveness at UMLM.

These views were further examined using Chi-square to test the association between the views and the statement that conflicting interests between the management of different departments affect leadership effectiveness at UMLM. The Chi-square results showed that ($\chi^2= 12.908$, $df=16$, $p=0.680$). This result revealed that the views are not significantly associated with the qualifications of respondents as shown by the chi-square test where the p-value in the Chi-square analysis is greater than the significance level of 0.05. Thus, the views were not influenced by the level of the educational qualification. Overall, these results provide an important insight into how despite the different educational qualifications of participants, their responses are somewhat similar, especially as regards the proportion that somewhat agreed. The results reveal that the need for a municipality vision is clear and realistic and imposes a clear sense of direction.

5.2.5: Agent interactions within the municipality are generating tensions

The leadership for municipalities is faced with the complexity of having to deal with different stakeholder agents who have different interests. Attending to and satisfying different internal agents from within the municipality is not easy and often poses serious complexity for leadership. Figure 5.6 shows results pertaining to whether agent interactions within the municipality are generating tensions.

Figure 5.6: Agent interactions within the municipality are generating tensions

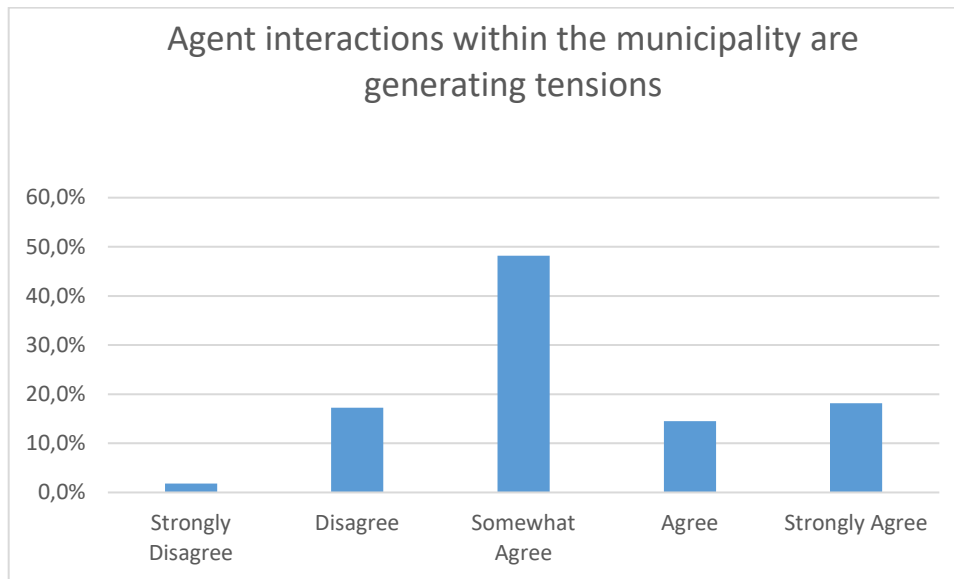


Figure 5.6 above reveals that the highest proportion of respondents (48.2%) of respondents somewhat agreed that agent interactions within the municipality are generating tensions while 14.5% agreed and 18% strongly agreed to the statement. A small but significant proportion of 17.3% disagreed with the statement and, 1.8% strongly disagreed with the statement. Clearly, the results in Figure8 illustrate that more respondents cumulatively agreed with the statement than the respondents who disagreed. The high proportion of respondents who somewhat agreed demonstrates uncertainty and lack of clarity as to the extent to which the agent interactions within the municipality are generating tensions.

Table 5.7 below shows cross-tabulation results showing respondent views regarding the extent to which agent interactions within the municipality are generating tensions.

Table 5.27: Agent interactions within the municipality are generating tensions

Qualifications * Agent interactions within the municipality are generating tensions Crosstabulation								
			Agent interactions within the municipality are generating tensions					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	1	2	0	0	3
		% within Qualifications	0,0%	33,3%	66,7%	0,0%	0,0%	100,0%
		% within Agent interactions within the municipality are generating tensions	0,0%	5,3%	3,8%	0,0%	0,0%	2,7%
	Primary	Count	0	0	1	1	0	2
		% within Qualifications	0,0%	0,0%	50,0%	50,0%	0,0%	100,0%
		% within Agent interactions within the municipality are generating tensions	0,0%	0,0%	1,9%	6,3%	0,0%	1,8%
	Secondary	Count	0	0	7	3	5	15
		% within Qualifications	0,0%	0,0%	46,7%	20,0%	33,3%	100,0%
		% within Agent interactions within the municipality are generating tensions	0,0%	0,0%	13,2%	18,8%	25,0%	13,6%
	Post-secondary	Count	0	8	5	3	2	18
		% within Qualifications	0,0%	44,4%	27,8%	16,7%	11,1%	100,0%
		% within Agent interactions within the municipality are generating tensions	0,0%	42,1%	9,4%	18,8%	10,0%	16,4%
	Above first degree	Count	2	10	38	9	13	72
		% within Qualifications	2,8%	13,8%	52,8%	12,5%	18,1%	100,0%

		% within Agent interactions within the municipality are generating tensions	100,0%	52,6%	71,7%	56,3%	65,0%	65,5%
Total	Count		2	19	53	16	20	110
	% within Qualifications		1,8%	17,3%	48,2%	14,5%	18,2%	100,0%
	% within Agent interactions within the municipality are generating tensions		100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result : ($\chi^2= 20.736$, $df=16$, $p=0.189$)

Table 5.7 reveals that 66.7% of the respondents without formal education somewhat agreed that agent interactions within the municipality are generating tensions. Also, 33.3% of the respondents disagreed with the statement. The results further show that 50% of the respondents with primary level education somewhat agreed with the statement while another 50% of the respondents agreed with the statement. The results displayed in Table 5.7 above also shows that a high proportion of respondent with secondary level education, 46.7% somewhat agreed agent interactions within the municipality are generating tensions at UMLM while 20% agreed and 33.3% of the respondents strongly agreed to the statement. For respondents with post-secondary education, the results reveal that 27.8% of respondents somewhat agreed with the statement while 16.7% agreed and 11.1% disagreed that agent interactions within the municipality are generating tensions. However, a majority of respondents 44.4% disagreed with the statement. This result shows that there are varied perceptions regarding the extent to which agent interactions within the municipality are an internal complexity. A different trend exists for the category of respondents with above degree qualification where the majority (52.8%) respondents somewhat agreed that agent interactions within the municipality are generating tensions at UMLM, 12.5% respondents agreed, 18.1% strongly agreed, and 13.8% and 2.8% disagreed that agent interactions within the municipality are generating tensions. However, their views were not significantly associated with their educational qualifications, as the Chi-square test results showed ($\chi^2= 20.736$, $df=16$, $p=0.189$). This indicates that the views that agent interactions within the municipality are generating tensions at UMLM, were not influenced by the educational qualification of the respondents. These sentiments were also observed in the interviews, as shown in

Table 5.8 which provides a summary of views related to the existence of different role players (agents) posing challenges for the municipal leadership.

Table 5.28: Summary of participants views on internal environmental complexities

Sub-theme	Participants Response	Source
Conflicting interests of internal role players	<i>"the internal environmental dynamics of our municipality is highly contested by a complex combination of opinions and perceptions owing to the numerous role players with different interests, especially political appointees and municipal administrators"</i>	IDGR 3
	<i>" ...its very difficult to reach consensus and to move forward because different categories of employees got their jobs through different means and so there is a tendency to pull each other down especially the tug of war between employees with political leanings and professional employees who are technicrats,thus the ways of doings things are always conflicting"</i>	IDGR 5

The participant views expressed above are particularly important. The above interview excerpts from IDGR 3 and 7 reveal that municipalities are entangled by employees with heterogeneous interests. It is apparent that one of the internal environmental complexities affecting municipalities relates to the

existence of various role players especially political appointees pursuing political interests of their masters and professional employees pursuing professional interests. All this points to the existence of different agents with conflicting interests hence this affects leadership effectiveness at the municipality.

Next is a discussion of results on willingness to embrace initiatives and ideas that exist among municipal management

5.2.6 Willingness to embrace initiatives and ideas exists among municipal management

The degree of willingness to embrace initiatives and ideas that exist among municipal management also determines the level of internal environmental complexity affecting leadership effectiveness.

Figure 5.7: Willingness to embrace initiatives and ideas exists among municipal management

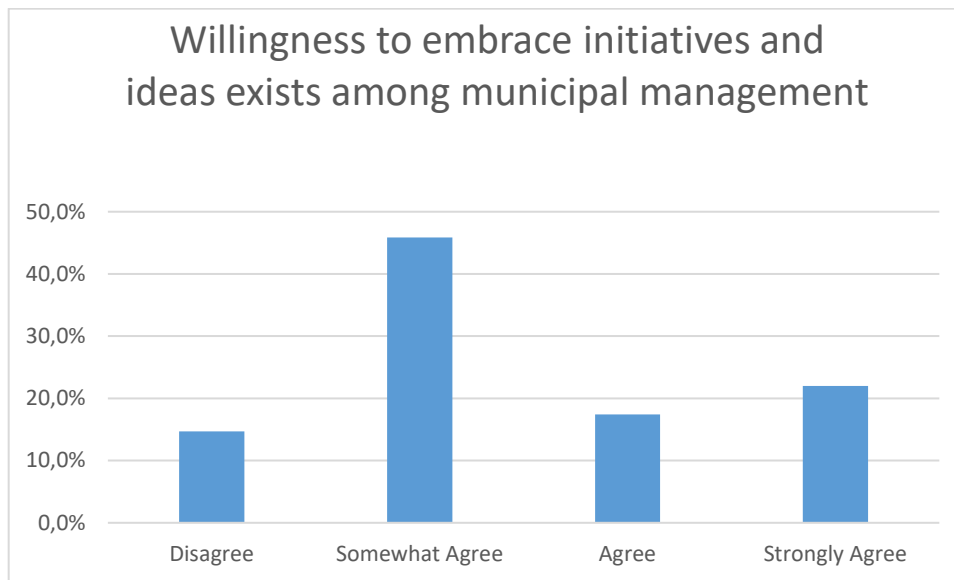


Figure 5.7 above shows that 45% of the respondents somewhat agreed with the statement that willingness to embrace initiatives and ideas exists among municipal management while 21% strongly agreed and 17% agreed. This finding demonstrates that a higher percentage of respondents somewhat agreed followed by a cumulative 38% who generally agreed. A small but significant proportion of 15% expressly disagreed. It is therefore apparently clear that the municipality leadership is generally not experiencing internal complexity related to willingness on the part of municipal leadership to embrace new ideas and initiatives. Therefore, one would expect the municipality to excel and perform

better on the back of this finding that leadership at the municipality is willing to embrace new initiatives and ideas.

Table 5.9 below shows cross-tabulation results showing respondent views regarding willingness to embrace initiatives and ideas that exists among municipal management

Table 5.29: willingness to embrace initiatives and ideas that exists among municipal management

Qualifications * Willingness to embrace initiatives and ideas exists among municipal management							
Crosstabulation							
			Willingness to embrace initiatives and ideas exists among municipal management				Total
			Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	3	0	0	3
		% within Qualifications	0,0%	100,0%	0,0%	0,0%	100,0%
		% within Willingness to embrace initiatives and ideas exists among municipal management	0,0%	6,0%	0,0%	0,0%	2,8%
	Primary	Count	0	1	1	0	2
		% within Qualifications	0,0%	50,0%	50,0%	0,0%	100,0%
		% within Willingness to embrace initiatives and ideas exists among municipal management	0,0%	2,0%	5,3%	0,0%	1,8%
	Secondary	Count	0	8	0	7	15
		% within Qualifications	0,0%	53,3%	0,0%	46,7%	100,0%
		% within Willingness to embrace initiatives and ideas exists among municipal management	0,0%	16,0%	0,0%	29,2%	13,8%
	Post-secondary	Count	5	2	8	2	17
		% within Qualifications	29,3%	11,8%	47,1%	11,8%	100,0%

	Above first degree	% within Willingness to embrace initiatives and ideas exists among municipal management	31,3%	4,0%	42,1%	8,3%	15,6%
		Count	11	36	10	15	72
		% within Qualifications	15,3%	50,0%	13,9%	20,8%	100,0%
		% within Willingness to embrace initiatives and ideas exists among municipal management	68,8%	72,0%	52,6%	62,5%	66,1%
Total		Count	16	50	19	24	109
		% within Qualifications	14,7%	45,9%	17,4%	22,0%	100,0%
		% within Willingness to embrace initiatives and ideas exists among municipal management	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result: ($\chi^2= 31.683$, $df=12$, $p=0.002$)

Table 5.9 reveals that the highest proportion of respondents without formal education (100%) somewhat agreed with the statement that willingness to embrace initiatives and ideas exists among municipal management. However, these constitute only 2.75% of the respondents. Concerning respondents with primary educational qualifications, 50% of the respondents somewhat agreed while another 50% agreed that willingness to embrace new initiatives and ideas exists among municipal management. Interestingly the highest proportion of respondents with secondary-level education (53.3%) somewhat agreed, while 46.7% strongly agreed to the statement. This result shows that respondents with secondary education have no contrary views to the notion that management within the municipality does embrace initiatives and ideas.

The results from the category of respondents with post-secondary education show a similar pattern whereby the majority of respondents in this category (47.1%) somewhat agreed, while 11.8% agreed with the statement. However, 11.8% of the respondents disagreed and 29.3% also strongly disagreed that willingness to embrace initiatives and ideas exists among municipal management. This result demonstrates that the views of respondents with post-secondary education are skewed towards

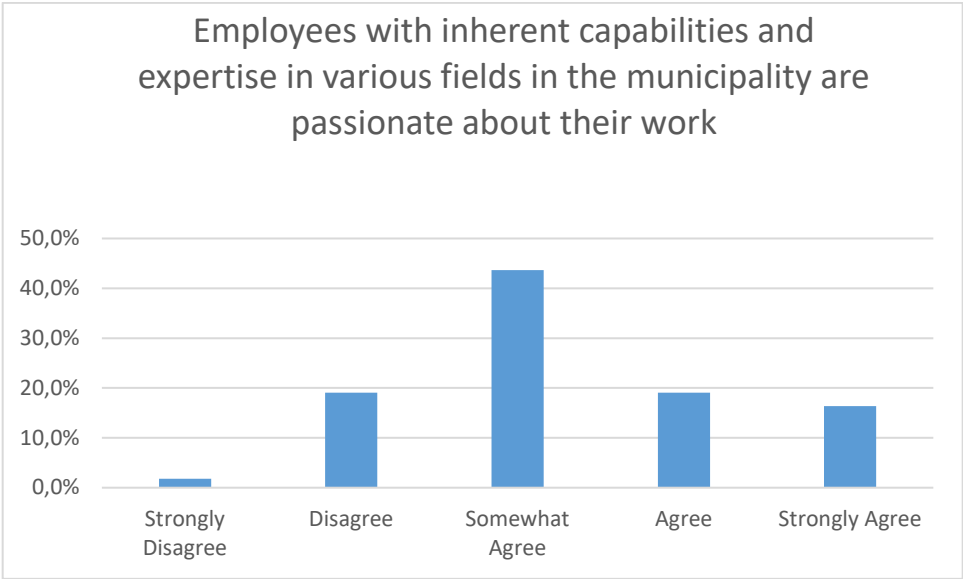
disagreeing with the notion. Therefore, this points to a complexity that exists within the municipality which needs urgent attention from the leadership. As shown in the table above, the highest proportion of respondents with above a degree qualification 50% expressly disagreed with the statement while 15.3% strongly disagreed and a further 13.9% somewhat agreed to the statement while 20.8% agreed.

This result shows that a larger majority of people with above-degree expressly disagree that there is a willingness to embrace initiatives and ideas exists among municipal management. In general, while a total of 45 (39.4%) of the respondents agreed that the lack of willingness to embrace new initiatives and ideas among municipal management affects leadership effectiveness at UMLM, only 16 (14.7%) respondents disagreed with the statement. However, 50 (45.9%) of the respondents somewhat agreed. From the result, almost half of the total respondents somewhat agreed that the lack of willingness to embrace new initiatives and ideas among municipal management affects leadership effectiveness at UMLM. However, a visual analysis of the table seems to suggest that the views of respondents vary based on their qualifications. A Chi-square test was conducted. The result obtained showed ($\chi^2=31.683$, $df=12$, $p=0.002$). This result indicates that there is a statistically significant association between the above views of the respondents and their educational qualifications. that the respondents. Invariably, the respondents' views were not made in isolation as they were influenced by their level of educational qualifications. Next is a discussion of findings pertaining to the existence of employees with inherent capabilities and expertise in various fields in the municipality who are passionate about their work.

5.2.7: Employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work

The existence of employees with inherent capabilities and expertise in various fields in the municipality who are passionate about their work is a positive organisational virtue that all municipalities aspire to possess. However, an internal environmental complexity occurs when employees with inherent capabilities and expertise in various fields in the municipality lack passion for their work. Under this, respondents were asked to indicate whether the municipality has employees with inherent capabilities and expertise in various fields in the municipality and who are passionate about their work. Figure 5.8 below presents the results of this issue.

Figure 5.8 Employees inherent capabilities and expertise in various fields



As shown in Figure 5.8, the majority of respondents 43.6% of respondents somewhat agreed with the statement that Employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work while 19.1% agreed and 16.4% strongly agreed. Furthermore, 19.1% of respondents disagreed and a minority of 1.8% strongly agreed. What stands out from the data is that the majority of respondents somewhat agreed that employees with inherent capabilities and expertise in various fields in the municipality. A visual analysis of the graph demonstrates that more respondents somewhat agreed than disagreed.

Additionally, the above results were further examined by analysing respondents’ perceived views about employees with inherent capabilities and expertise in various fields in the municipality being passionate about their work based on their level of education. A cross-tabulation was used to check if the respondents' views regarding the extent to which constant personality clashes of heterogeneous personalities of employees affect leadership effectiveness were associated with respondents' qualifications. Table 10 displays the results of each respondent's views regarding the extent to which employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work.

Table 5.30: Employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work

Qualifications	* Employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work	Crosstabulation
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			Employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	0	2	1	0	3
		% within Qualifications	0,0%	0,0%	66,7%	33,3%	0,0%	100,0%
		% within Employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work	0,0%	0,0%	4,2%	4,8%	0,0%	2,7%
	Primary	Count	0	1	0	1	0	2
		% within Qualifications	0,0%	50,0%	0,0%	50,0%	0,0%	100,0%
		% within Employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work	0,0%	4,8%	0,0%	4,8%	0,0%	1,8%
	Secondary	Count	0	3	7	2	3	15
		% within Qualifications	0,0%	20,0%	46,7%	13,3%	20,0%	100,0%
		% within Employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work	0,0%	14,3%	14,6%	9,5%	16,7%	13,6%
	Post-secondary	Count	2	4	5	5	2	18
		% within Qualifications	11,1%	22,2%	27,1%	27,8%	11,1%	100,0%
		% within Employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work	100,0%	19,0%	10,4%	23,8%	11,1%	16,4%
	Above first degree	Count	0	13	34	12	13	72
		% within Qualifications	0,0%	18,1%	47,2%	16,6%	18,1%	100,0%

		% within Employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work	0,0%	61,9%	70,8%	57,1%	72,2%	65,5%
Total		Count	2	21	48	21	18	110
		% within Qualifications	1,8%	19,1%	43,6%	19,1%	16,4%	100,0%
		% within Employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result: ($\chi^2= 18.336$, $df=16$, $p=0.305$)

Table 5.10 reveals that the highest proportion of respondents without formal education 66.7% somewhat agreed with the statement that employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work while 33.3% agreed with the statement. However, these constitute only 2.75% of the total respondents. Concerning respondents with primary educational qualifications, 50% of respondents agreed while another 50% disagreed with the statement. This demonstrates polarity among respondents with primary educational qualifications regarding the existence of employees with inherent capabilities and expertise in various fields in the municipality who are passionate about their work.

As regards respondents with secondary level education, the highest proportion of respondents 46.7% somewhat agreed, 13.3% agreed while 20% disagreed, and 20% strongly agree with the statement. A similar trend to the views expressed by secondary-level educated respondents is comparable to respondents with post-secondary education whereby 27.1% somewhat agreed that employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work, another 27.8% agreed while 11.8% strongly agreed to the same statement. A smaller but significant 22.2% of the respondents disagreed and 11.1% strongly disagreed. Concerning respondents with above a degree qualification, a marked increase in the number of respondents who somewhat agreed (47.2%) is apparent compared to those with primary, secondary and post-secondary level qualifications. Further to this, for those with above degree qualification, 16.6% agreed, 18.1% strongly agreed and 18.1% disagreed with the statement. From the discussion above, it is apparent

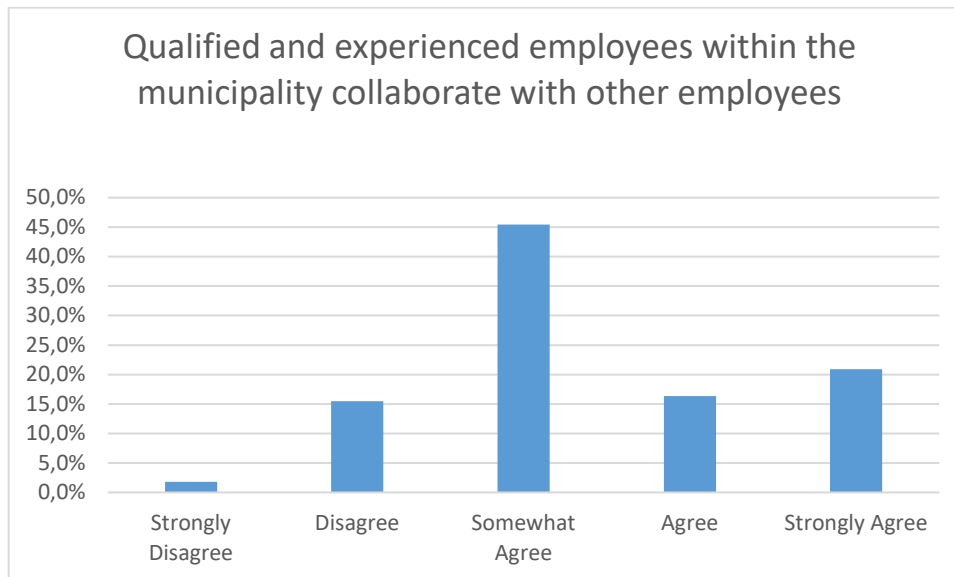
that there are marked variations of perception regarding the employees with inherent capabilities and expertise in various fields in the municipality who are passionate based on different levels of education. Respondents without formal education, those with secondary and above degree level of education were not rightly agreeing to the extent while those with primary level of education were more in agreement compared to other categories of respondents. The reason for this might not be clear but needs further investigation.

The overall result revealed that a total of 39 (35.5%) of the respondents agreed that employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work at UMLM. Also, a total of 23 (20.9%) of the respondents disagreed with the statement, while 48 (43.6%) of the respondents somewhat agreed. Thus, the result showed that the majority of the respondents somewhat agreed. Although a visual analysis of the table seems to suggest that the views of respondents vary based on their qualifications. Thus, a Chi-square test result was done and the result ($\chi^2= 18.336$, $df=16$, $p=0.305$), shows that there is no statistically significant association between the above views and the qualifications that the respondents have. Hence, there is a possibility of chance variation as the respondents' views were not influenced by their educational qualifications. Next is a discussion of findings about the collaboration between qualified and experienced employees within the municipality with other employees

5.2.8: Collaboration between qualified and experienced employees within the municipality collaborate with other employees

Collaboration between qualified and experienced employees within the municipality collaborate with other employees can either be an internal environmental complexity or an organisational positive virtue that enhances leadership effectiveness within the municipality. Thus, a question inquiring into whether there is Collaboration between qualified and experienced employees within the municipality collaborate with other employees was posed to respondents. Figure 5.9 presents the results:

Figure 5.9: Collaboration between qualified and experienced employees within the municipality collaborate with other employees



As shown in Figure 5.9, the majority of respondents 45.5% of respondents somewhat agreed with the statement that qualified and experienced employees within the municipality collaborate with other employees” while 16.4% agreed and 20.9% strongly agreed. Furthermore, 15.5% of the respondents disagreed with the statement while 1.7% strongly agreed. What stands out from the data is that the majority of respondents somewhat agreed that qualified and experienced employees within the municipality collaborate with other employees. A visual analysis of the graph demonstrates that more respondents somewhat agreed than disagreed. Therefore, this points out that the lack of meaningful collaboration between qualified and experienced employees within the municipality with other employees is not an internal environment complexity affecting UMLM. However, the high number of respondents that somewhat agreed might suggest the lack of explicit collaboration between qualified and experienced employees with other employees. Hence, the result suggests the need for further investigation and improvement regarding this phenomenon.

The above results were further examined by analysing respondents’ perceived views about collaboration between qualified and experienced employees with other employees based on their level of education. A cross-tabulation was used to check respondents' views regarding the extent of collaboration between qualified and experienced employees with other employees based on the respondents' qualifications. Table 5.11 displays the results pertaining to each respondent's views regarding the statement based on respondents’ qualifications.

Table 5.31: Collaboration between qualified and experienced employees within the municipality collaborate with other employees

Qualifications * Qualified and experienced employees within the municipality collaborate with other employees								
Crosstabulation								
			Qualified and experienced employees within the municipality collaborate with other employees					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	1	2	0	0	3
		% within Qualifications	0,0%	33,3%	66,7%	0,0%	0,0%	100,0%
		% within Qualified and experienced employees within the municipality collaborate with other employees]	0,0%	5,9%	4,0%	0,0%	0,0%	2,7%
	Primary	Count	0	1	0	0	1	2
		% within Qualifications	0,0%	50,0%	0,0%	0,0%	50,0%	100,0%
		% within Qualified and experienced employees within the municipality collaborate with other employees]	0,0%	5,9%	0,0%	0,0%	4,3%	1,8%
	Secondary	Count	0	1	9	2	3	15
		% within Qualifications	0,0%	6,7%	60,0%	13,3%	20,0%	100,0%
		% within Qualified and experienced employees within the municipality collaborate with other employees]	0,0%	5,9%	18,0%	11,1%	13,0%	13,6%
	Post-secondary	Count	2	5	5	4	2	18
		% within Qualifications	11,1%	27,8%	27,8%	22,2%	11,1%	100,0%
		% within Qualified and experienced employees within the municipality collaborate with	100,0%	29,4%	10,0%	22,2%	8,7%	16,4%

	Above first degree	other employees]						
		Count	0	9	34	12	17	72
		% within Qualifications	0,0%	12,8%	47,2%	16,7%	23,6%	100,0%
		% within Qualified and experienced employees within the municipality collaborate with other employees]	0,0%	52,9%	68,0%	66,7%	73,9%	65,5%
Total		Count	2	17	50	18	23	110
		% within Qualifications	1,8%	15,5%	45,5%	16,4%	20,9%	100,0%
		% within Qualified and experienced employees within the municipality collaborate with other employees]	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result: ($\chi^2 = 22.308$, $df=16$, $p=0.134$)

Table 5.11 reveals that 66.7% of the respondents without formal education somewhat agreed with the statement that qualified and experienced employees within the municipality collaborate with other employees while 33.3% disagreed with the statement. The results also show that 50% of the respondents with primary level of education strongly agreed with the statement while another 50% also disagreed with the statement. This shows extreme manifestations of polarity between respondents with a primary level of education. The results displayed in Table 5.11 also shows that a high proportion of respondent with secondary-level education (60%) somewhat agreed with the statement while 13.3% agreed and 20% strongly agreed, and 6.7% disagree with the statement. As far as the respondents with post-secondary education are concerned, the results reveal that 27.8% of the respondents somewhat agreed with the statement, 22.2% agreed and 11.1% strongly agreed. However, while 27.8% of respondents disagreed, 11.1% strongly disagreed that qualified and experienced employees within the municipality collaborate with other employees. This result shows that there are varied perceptions regarding the extent to which collaboration between qualified and

experienced employees within the municipality is an internal environmental complexity. A different trend exists for the category of respondents with above degree qualification where the majority of the respondents 47.2% somewhat agreed, while 16.7% agreed, 23.3% strongly agreed and 12.8% disagreed that qualified and experienced employees within the municipality collaborate with other employees. Overall, the result revealed a total of 41 (37.3%) of the respondents agreed that qualified and experienced employees within the municipality collaborate with other employees at UMLM.

Similarly, a total of 19 (27.3%) respondents disagreed with the statement while 50 (45.5%) of the respondents somewhat agreed. Judging from the result, close to half of the total respondents somewhat agreed that qualified and experienced employees within the municipality collaborate with other employees at UMLM. However, their views were not significantly associated with their educational qualifications, as the Chi-square test results showed ($\chi^2= 22.308$, $df=16$, $p=0.134$). The result indicated that the views may be attributed to chance as the respondents 'views were not influenced by their educational qualifications. These sentiments were also observed in the interviews, as shown in Table 5.12 which provides a summary of views related to qualified and experienced employees within the municipality collaborating with other employees.

Table 5.32: Summary of views on internal environmental complexities

Sub-theme	Participants Response	Source
Low levels of employee collaboration	<i>“ ...one challenge I have personally as a result is the existence of some mistrust and poor working relationship between various categories of employees, If you look at the most experienced staff they tend to act in a way that they are more superior to other employees and they tend to isolate themselves from the rest”</i>	IDGR 1
Self-preservation	<i>“...some qualified employees are hesitant and unwilling to pass</i>	IDGR 4

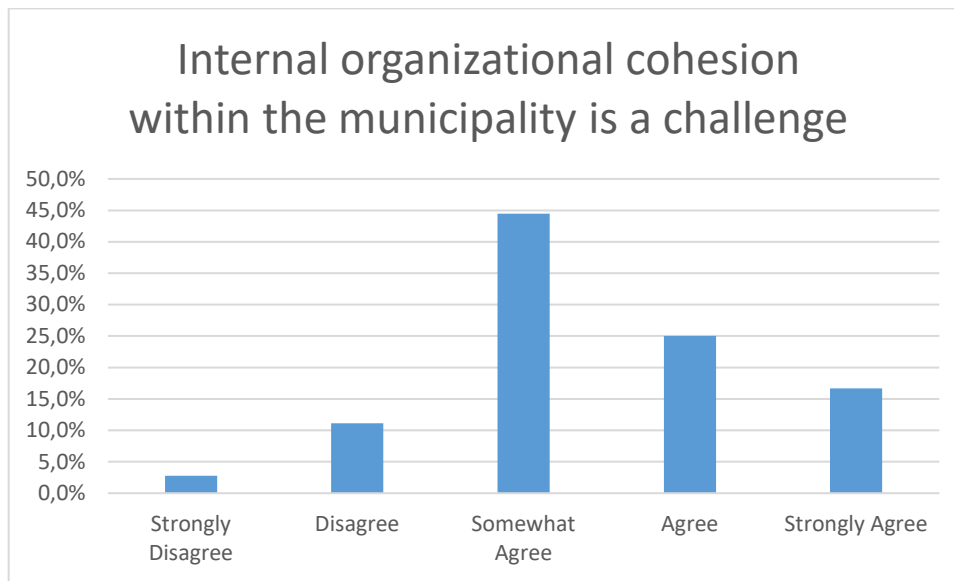
	<i>their skills and knowledge to other less qualified employees for fear that they will be replaced once the unskilled gets the requisite employees, this is done for self-preservation reasons....”</i>	
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The participant views expressed above are particularly important. The above interview excerpts from IDGR 1 and 4 reveal that there is a lack of unity and collaboration among different categories of employees which in essence leads to complexity within the internal environmental complexities. Furthermore, IDGR 4 pointed to the existence of deep mistrust within employees whereby some experienced employees are hesitant to pass on their knowledge to the other less skilled employees as a self-preservation and defensive strategy to ensure they keep to their jobs. There is, therefore, some lack of unity among employees. This calls for more leadership ingenuity to solve this complexity existing within the municipality. Next is a discussion of results on internal organisational cohesion within the municipality is a challenge.

5.2.9: Internal organisational cohesion within the municipality as a challenge

Lack of internal organisational cohesion can act as an internal environmental complexity to leaders and can also affect their effectiveness within a municipality. A question to ascertain the extent to which internal organisational cohesion within the municipality is a challenge was posed to respondents and the results are shown in Figure 5.10 below:

Figure 5.10: Internal organisational cohesion within the municipality as a challenge



As shown in Figure 5.10, the majority of respondents 44.4% of the respondents somewhat agreed with the statement "Internal organisational cohesion within the municipality as a challenge" while 25% agreed and 16.7% strongly agreed. Furthermore, 11.1% of the respondents disagreed and 2.8% strongly disagreed respectively. What stands out from the data is that the majority of the respondents somewhat agreed that internal organisational cohesion within the municipality is a challenge. A visual analysis of the graph demonstrates that more respondents somewhat agreed than disagreed. Therefore, this points to the fact that the internal organisational cohesion within the municipality is a challenge that is adding to internal environmental complexity.

However, the high number of respondents somewhat agreeing might suggest that internal organisational cohesion within the municipality is a challenge with other employees, hence, the need for further investigation and creation of internal cohesion. The above results were further examined by analysing respondents' perceived views about the existence of internal organisational cohesion within the municipality as a challenge. A cross-tabulation was used to check respondents' views regarding the extent to which internal organisational cohesion within the municipality is a challenge. Table 5.13 displays the results pertaining to the extent to which internal organisational cohesion within the municipality is a challenge based on respondents' qualifications.

Table 5.33: Internal organisational cohesion within the municipality

Qualifications	* Internal organisational cohesion within the municipality is a challenge	Crosstabulation
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			Internal organisational cohesion within the municipality is a challenge					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	0	2	1	0	3
		% within Qualifications	0,0%	0,0%	66,7%	33,3%	0,0%	100,0%
		% within Internal organisational cohesion within the municipality is a challenge	0,0%	0,0%	4,2%	3,7%	0,0%	2,8%
	Primary	Count	0	1	0	1	0	2
		% within Qualifications	0,0%	50,0%	0,0%	50,0%	0,0%	100,0%
		% within Internal organisational cohesion within the municipality is a challenge	0,0%	8,3%	0,0%	3,7%	0,0%	1,9%
	Secondary	Count	1	0	7	1	4	13
		% within Qualifications	7,7%	0,0%	53,8%	7,7%	30,8%	100,0%
		% within Internal organisational cohesion within the municipality is a challenge	33,3%	0,0%	14,6%	3,7%	22,2%	12,0%
	Post-secondary	Count	2	3	4	8	1	18
		% within Qualifications	11,1%	16,7%	22,2%	44,4%	5,6%	100,0%
		% within Internal organisational cohesion within the municipality is a challenge	66,7%	25,0%	8,3%	29,6%	5,6%	16,7%
	Above first degree	Count	0	8	35	16	13	72
		% within Qualifications	0,0%	11,1%	48,6%	22,2%	18,1%	100,0%

		% within Internal organisational cohesion within the municipality is a challenge	0,0%	66,7%	72,9%	59,3%	72,2%	66,7%
Total	Count		3	12	48	27	18	108
	% within Qualifications		2,8%	11,1%	44,4%	25,0%	16,7%	100,0%
	% within Internal organisational cohesion within the municipality is a challenge		100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result: ($\chi^2=25.418$, $df=16$, $p=0.063$)

Table 5.13 reveals that 66.7% of the respondents without formal education somewhat agreed with the statement that internal organisational cohesion within the municipality is a challenge. While 33.3% disagreed. The results also show that 50% of the respondents with primary-level education strongly agreed with the statement while another 50% of the respondents disagreed with the statement. This shows extreme manifestations of polarity between respondents with primary-level education. The results displayed in Table 5.13 also shows that a high proportion of respondent with secondary-level education 53.8% somewhat agreed that internal organisational cohesion within the municipality is a challenge while 7.7% and 30.8% of respondents agreed and strongly agreed with the statement respectively. On the other hand, a minority 7.7% of the respondents in this category strongly disagreed that internal organisational cohesion within the municipality was a challenge. As far as respondents with post-secondary education are concerned, the results reveal that 22.2% of the respondents somewhat agreed, 44.4% agreed and 5.6% strongly agreed with the statement. While 16.7% of the respondents disagreed, 11.1% of them also strongly disagreed that internal organisational cohesion within the municipality is a challenge.

These result shows that the perception across the categories varied on the extent to which internal organisational cohesion within the municipality is a challenge as an internal environmental complexity. A different trend exists for the category of respondents with above degree qualification where majority of respondents 48.6% somewhat agreed, 22.2% agreed, 18.1% strongly agreed internal organisational cohesion within the municipality is a challenge as an internal environmental complexity. Meanwhile, only 11.1% of the respondents in this category disagreed with the statement.

The overall result showed that a total of 41.7% of the respondents agreed that internal organisational cohesion within the municipality is a challenge as an internal environmental complexity at UMLM. Similarly, a total of 13.9% respondents disagreed with the statement while 44.4% of the respondents somewhat agreed. Going by the result, the majority of the respondents somewhat agreed that internal organisational cohesion within the municipality is a challenge as an internal environmental complexity at UMLM. However, their views were not significantly associated with their educational qualifications, as shown by the Chi-square test results ($\chi^2=25.418$, $df=16$, $p=0.063$). This result shows that the responses can be attributed to chance variation as the views were not influenced by the educational qualification of the respondents. These sentiments were also observed in the interviews, as shown in Table 5.14 which provides a summary of views related to the existence of internal organisational cohesion within the municipality as a challenge as an internal environmental complexity.

Table 5.34: Summary of participants views on internal environmental complexities

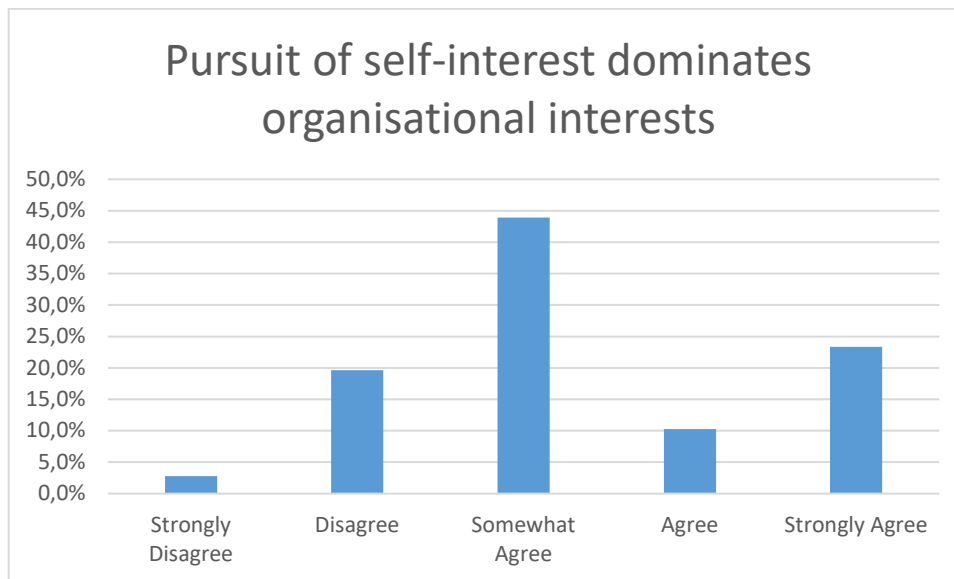
Sub-theme	participants Response	Source
Lack of cohesion within the municipality	<i>"...what is causing challenges for the leadership in my municipality is the lack of unity and cohesion within the municipality and this normally emanates from antagonism between employees aligned to politicians and this is causing polarity among staff and the result is that service delivery is suffering..."</i>	IDGR 2
	<i>".... The uncommunicated expectations, from both the employees and municipality leaders does create lack of cohesion, and it result to internal environment complexities"</i>	IDGR 3

IDGR 2 pointed out that lack of cohesion is an internal environmental complexity affecting leadership effectiveness. For instance, the participant clearly articulated the notion that there is lots of political bickering, political alignments and factionalism within the municipalities. This implies that there is a problem of unity and cohesion caused by fascination with political affiliations hence posing challenges to the municipality leadership. In addition to this one participant indicated that the uncommunicated expectations, from both the employees and municipality leaders create lack of cohesion, and it result to internal environment complexities. The next section is a presentation and discussion of results pertaining to the pursuit of self-interest dominating organisational interests.

5.2.10: Pursuit of self-interest dominating organisational interests

When employees within an organisation become obsessed with pursuing self-interest at the expense of organisational interests, leaders are indeed faced with an internal environmental complexity that they need to deal with. In this study a question was posed to respondents regarding the existence of the pursuit of self-interest dominating organisational interests and Figure 5.11 presents the results discussed below:

Figure 5.11: Pursuit of self-interest dominating organisational interests



As shown in Figure 5.11, most respondents, that is, 43.7% of the respondents somewhat agreed with the statement the pursuit of self-interest dominates organisational interests while 10.3% of the respondents agreed and 24.% strongly agreed. Furthermore, 19.6% of the respondents disagreed and 2.4% strongly disagreed respectively. What stands out from the data is that most respondents

somewhat agreed that the pursuit of self-interest dominates organisational interests in the municipality. A visual analysis of the graph demonstrates that more respondents somewhat agreed than disagreed. Therefore, this might suggest that the pursuit of self-interest dominates organisational interests in the municipality which is a challenge that is adding to internal environmental complexity.

The above results were further examined by analysing respondents' perceived views about the existence of the pursuit of self-interest dominating organisational interests in the municipality. A cross-tabulation was used to check respondents' views regarding the extent to which pursuit of self-interest dominates organisational interests at the municipality is an internal environment complexity. Table 5.15 displays the results pertaining to each respondent's views regarding the extent to which pursuit of self-interest dominates organisational interests at the municipality is a challenge based on respondents' educational qualifications.

Table 5.35: Pursuit of self-interest dominating organisational interests

Qualifications * Pursuit of self-interest dominates organisational interests Crosstabulation								
			The pursuit of self-interest dominates organisational interests					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	1	2	0	0	3
		% within Qualifications	0,0%	33,3%	66,7%	0,0%	0,0%	100,0%
		% within Pursuit of self-interest dominates organisational interests	0,0%	4,8%	4,3%	0,0%	0,0%	2,8%
	Primary	Count	0	1	1	0	0	2
		% within Qualifications	0,0%	50,0%	50,0%	0,0%	0,0%	100,0%
		% within Pursuit of self-interest dominates organisational interests	0,0%	4,8%	2,1%	0,0%	0,0%	1,9%
	Secondary	Count	0	1	6	1	6	14
		% within Qualifications	0,0%	7,1%	42,9%	7,1%	42,9%	100,0%
		% within Pursuit of self-interest dominates organisational interests	0,0%	4,8%	12,8%	9,1%	24,0%	13,1%
		Count	2	3	6	3	3	17

	Post-secondary	% within Qualifications	11,8%	17,6%	35,4%	17,6%	17,6%	100,0%
		% within Pursuit of self-interest dominates organisational interests	66,7%	14,3%	12,8%	27,3%	12,0%	15,9%
	Above first degree	Count	1	15	32	7	16	71
		% within Qualifications	1,4%	21,1%	45,1%	9,9%	22,5%	100,0%
		% within Pursuit of self-interest dominates organisational interests	33,3%	71,4%	68,1%	63,6%	64,0%	66,4%
	Total	Count	3	21	47	11	25	107
		% within Qualifications	2,8%	19,6%	43,9%	10,3%	23,4%	100,0%
		% within Pursuit of self-interest dominates organisational interests	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result : ($\chi^2 = 14.293$, $df=16$, $p=0.577$)

Table 5.15 reveals that 66.7% of the respondents without formal education somewhat agreed with the statement that the pursuit of self-interest dominates organisational interests while 33.3% of the respondents disagreed. The results also show that 50% of the respondents with primary-level education somewhat agreed while a similar 50% disagreed with the statement. This shows a polarity of views between the respondents with a primary level of education. The results displayed in Table 5.15 also show that a high proportion of respondents with secondary-level education 42.9% somewhat agreed that the pursuit of self-interest dominates organisational interests while 7.1% agree, 42.9% strongly agreed and 7.1% disagreed with the statement. Just like respondents with primary level education, there is also extreme polarity of views around agreeing and disagreeing with the statement. For the respondents with post-secondary education, the results reveal that 35.4% of the respondents somewhat agreed, 17.6% agreed and 17.6% strongly agreed. While 17.6% disagreed, 11.8% strongly disagreed that the pursuit of self-interest dominates organisational interests. This result shows that there are varied perceptions regarding the extent to which the pursuit of self-interest dominating organisational interests is an internal environmental complexity. Respondents with above degree qualifications showed a different trend where the majority of respondents 45.1% somewhat agreed, 9.9% agreed, and 22.5% strongly agreed with the statement 1.4% strongly disagree while 21.1% of

the respondents in this category disagreed that the pursuit of self-interest dominates organisational interests. In general, the result showed that a total of 36 (33.4%) of the respondents agreed that the pursuit of self-interest dominating organisational interests exists at UMLM. Similarly, a total of 24 (22.4%) respondents disagreed with the statement while 47 (43.9%) of the respondents somewhat agreed. From this result, the majority of the respondents somewhat agreed that the pursuit of self-interest dominating organisational interests exists at UMLM. However, their views were not significantly associated with their educational qualifications, as y the Chi-square test results showed ($\chi^2= 14.293$, $df=16$, $p=0.577$). This implies that the respondents' views have the possibility of chance variance. Hence, the views were not influenced by the level of the educational qualification Next is a presentation and discussion of results pertaining to the existence of cross-jurisdictional teams competing for constrained resources.

5.2.11: Cross jurisdictional teams competing for constrained resources

Overlap into other cross-jurisdictional teams comprised of teams whose mandate overlaps with other teams' mandates due to the design and nature of the organisation's systems and processes. Internal environmental complexities arise when these cross-jurisdictional teams start competing for constrained resources. To this effect, a question concerning respondent views on the existence of cross-jurisdictional teams competing for constrained resources was asked. Figure 5.12 below shows the results pertaining to this issue:

Figure 5.12: Cross-jurisdictional teams competing for constrained resources

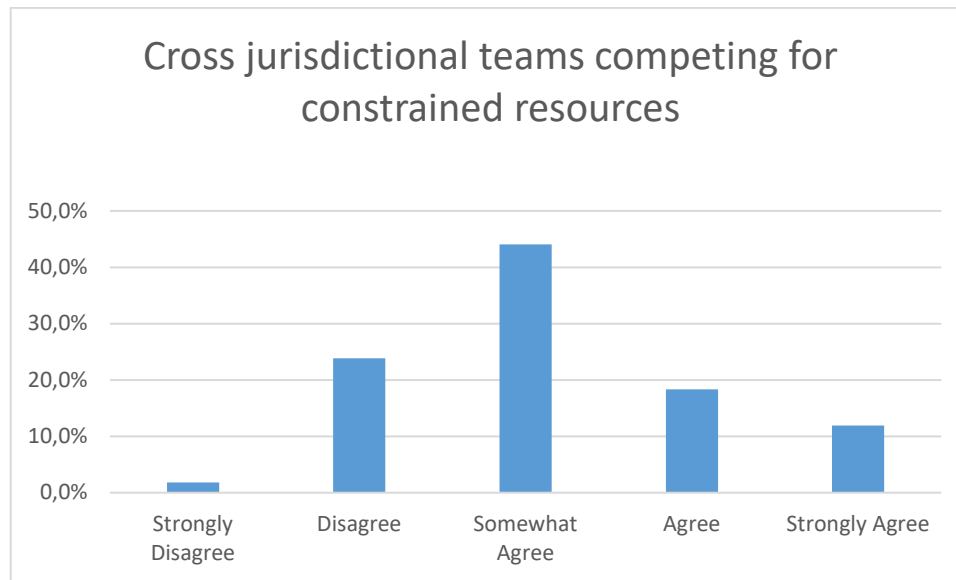


Figure 5.12 shows that the majority of the respondents 44% somewhat agreed with the statement that cross-jurisdictional teams compete for constrained resources while 18.4% agreed and 11.9% strongly agreed. Furthermore, 23.9% of the respondents disagreed with the statement while 1.8% strongly disagreed with the statement. What stands out from the data is that the majority of the respondents somewhat agreed that cross-jurisdictional teams compete for constrained resources. A visual analysis of the graph demonstrates that more respondents somewhat agreed than disagreed. Therefore, this might suggest that cross-jurisdictional teams compete for constrained resources at the municipality which seems to be a challenge that is adding to internal environmental complexity.

The above results were further examined by analysing respondents' perceived views about the existence of cross-jurisdictional teams competing for constrained resources at the municipality. A cross-tabulation was used to check respondents' views regarding the extent to which cross-jurisdictional teams compete for constrained resources as an internal environment complexity. Table 5.16 displays the results pertaining to each respondent's views regarding whether cross-jurisdictional teams competing for constrained resources at the municipality based on respondents' educational qualification.

Table 5.16: Cross jurisdictional teams competing for constrained resources

Qualifications * Cross jurisdictional teams competing for constrained resources Crosstabulation		
	Cross-jurisdictional teams competing for constrained resources	Total

			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	1	2	0	0	3
		% within Qualifications	0,0%	33,3%	66,7%	0,0%	0,0%	100,0%
		% within Cross jurisdictional teams competing for constrained resources	0,0%	3,8%	4,2%	0,0%	0,0%	2,8%
	Primary	Count	0	1	1	0	0	2
		% within Qualifications	0,0%	50,0%	50,0%	0,0%	0,0%	100,0%
		% within Cross jurisdictional teams competing for constrained resources	0,0%	3,8%	2,1%	0,0%	0,0%	1,8%
	Secondary	Count	0	3	6	1	4	14
		% within Qualifications	0,0%	21,4%	42,9%	7,1%	28,6%	100,0%
		% within Cross jurisdictional teams competing for constrained resources	0,0%	11,5%	12,5%	5,0%	30,8%	12,8%
	Post-secondary	Count	1	6	5	4	2	18
		% within Qualifications	5,6%	33,3%	27,8%	22,2%	11,1%	100,0%
		% within Cross jurisdictional teams competing for constrained resources	50,0%	23,1%	10,4%	20,0%	15,4%	16,5%
	Above first degree	Count	1	15	34	15	7	72
		% within Qualifications	1,5%	20,8%	47,2%	20,8%	9,7%	100,0%
		% within Cross jurisdictional teams competing for constrained resources	50,0%	57,7%	70,8%	75,0%	53,8%	66,1%
Total		Count	2	26	48	20	13	109
		% within Qualifications	1,8%	23,9%	44,0%	18,3%	11,9%	100,0%
		% within Cross jurisdictional teams competing for constrained resources	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Table 5.16 reveals that 66.7% of the respondents without formal education somewhat agreed with the statement that cross-jurisdictional teams compete for constrained resources while 33.3% disagreed. The results also show that while 50% of the respondents with primary-level education somewhat agreed, a similar 50% disagreed with the statement. This shows extreme manifestations of some degree of polarity between respondents with primary-level education. The results also show that a high proportion of respondents with secondary level education (42.9%) somewhat agreed while 7.1% also agreed, 21.4% disagree and 28.6% strongly agreed with the statement. Concerning respondents with post-secondary education, the results reveal that 27.8% of the respondents somewhat agreed, 22.2% agreed and 11.1% strongly agreed. Also, while 33.3% of the respondents disagreed, 5.6% strongly disagreed that cross-jurisdictional teams are competing for constrained resources. This result presents a varied perception regarding cross-jurisdictional teams competing for constrained resources. Concerning the category of respondents with an above-degree qualification, the majority of respondents 47.2% somewhat agreed with the statement while 20.8% of the respondents agreed and 9.7% strongly agreed. Meanwhile, 20.8% of the respondents disagreed while 1.5% strongly disagreed that cross-jurisdictional teams are competing for constrained resources. Overall, the result revealed that a total of 33 (30.2%) of the respondents agreed that cross-jurisdictional teams are competing for constrained resources at UMLM. Also, a total of 28 (25.7%) respondents disagreed with the statement while 48 (44.0%) of the respondents somewhat agreed. The result shows that the majority of the respondents somewhat agreed that cross-jurisdictional teams are competing for constrained resources at UMLM. However, their views were not significantly associated with their educational qualifications. A Chi-square test was conducted to ascertain the influence of the educational qualification of the respondents on their views on, cross-jurisdictional team competition for constrained resources. The Chi-square test results showed ($\chi^2= 11.492$, $df=16$, $p=0.778$). The result implies that the views can be attributed to chance as the educational qualification of the respondents did not influence the responses. The next discussion is on the results pertaining to whether changes in knowledge and skills are required.

5.2.12: Changes in knowledge and skills required

The study sought to get an understanding of whether changes in knowledge and skills required are an internal environmental complexity affecting leadership effectiveness at ULM. A question was posed to respondents to ascertain the extent to which changes in knowledge and skills required are an

internal environmental complexity to the municipality. Figure 5.13 below shows the results of knowledge and skills change as a challenge to the leadership at the municipality.

Figure 5.13 Changes in knowledge and skills required

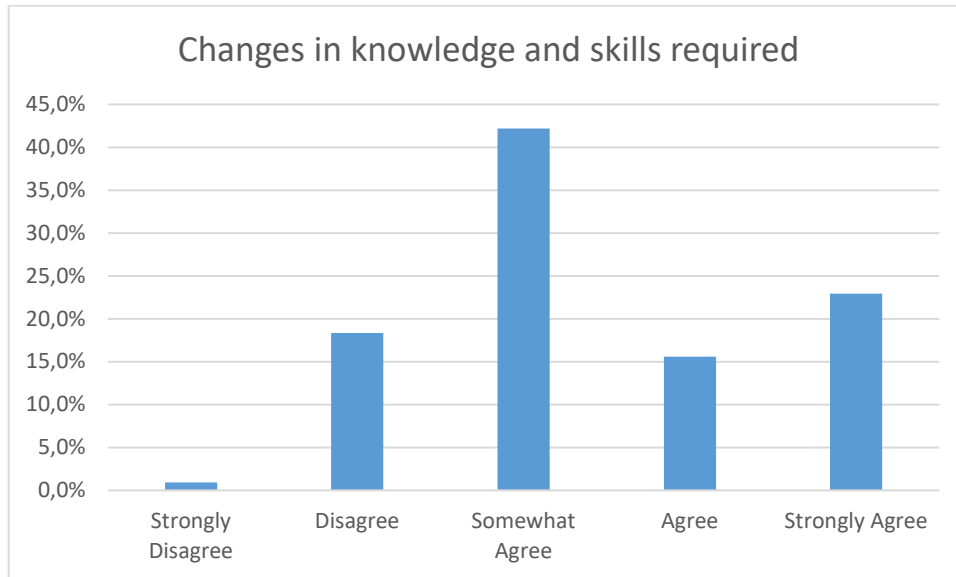


Figure 5.13 shows that a majority of the respondents 42.4% somewhat agreed with the statement that changes in knowledge and skills required are a challenge to the leadership at the municipality. while 15.6% agreed and 22.9% strongly agreed. Furthermore, 18.2% of the respondents disagreed while 0.9% strongly disagreed. What stands out from the data is that the majority of respondents agreed that changes in knowledge and skills required. A visual analysis of the graph demonstrates that more respondents somewhat agreed than disagreed. Therefore, this might suggest that changes in knowledge and skills are required at the municipality which likely poses a challenge that is adding to internal environmental complexity.

The above results were further examined by analysing respondents' perceived views about whether changes in knowledge and skills are required at the municipality. A cross-tabulation was used to check respondents' views regarding the extent to which changes in knowledge and skills are required. Table 5.17 displays the results pertaining to each respondent's views regarding the extent to which changes in knowledge and skills are required s at the municipality based on respondents' educational qualifications.

Table 5.36: Changes in knowledge and skills required

Qualifications * Changes in knowledge and skills required Crosstabulation		
	Changes in knowledge and skills required	Total

			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	0	3	0	0	3
		% within Qualifications	0,0%	0,0%	100,0%	0,0%	0,0%	100,0%
		% within Changes in knowledge and skills required	0,0%	0,0%	6,5%	0,0%	0,0%	2,8%
	Primary	Count	0	2	0	0	0	2
		% within Qualifications	0,0%	100,0%	0,0%	0,0%	0,0%	100,0%
		% within Changes in knowledge and skills required	0,0%	10,0%	0,0%	0,0%	0,0%	1,8%
	Secondary	Count	0	0	8	1	6	15
		% within Qualifications	0,0%	0,0%	53,3%	6,7%	40,0%	100,0%
		% within Changes in knowledge and skills required	0,0%	0,0%	17,4%	5,9%	24,0%	13,8%
	Post-secondary	Count	1	6	6	3	2	18
		% within Qualifications	5,6%	33,3%	33,3%	16,7 %	11,1%	100,0%
		% within Changes in knowledge and skills required	100,0%	30,0%	13,0%	17,6 %	8,0%	16,5%
	Above first degree	Count	0	12	29	13	17	71
		% within Qualifications	0,0%	16,9%	40,8%	18,4 %	23,9%	100,0%
		% within Changes in knowledge and skills required	0,0%	60,0%	63,0%	76,5 %	68,0%	65,1%
Total		Count	1	20	46	17	25	109
		% within Qualifications	0,9%	18,3%	42,2%	15,6 %	22,9%	100,0%
		% within Changes in knowledge and skills required	100,0%	100,0%	100,0%	100,0 %	100,0%	100,0%

Chi-Square Tests Result: ($\chi^2=28.010$, $df=16$, $p=0.032$)

Table 5.17 reveals that 100% of the respondents without formal education somewhat agreed that changes in knowledge and skills required. The results also show that 100% of the respondents with primary-level education disagreed with the statement. This shows extreme manifestations of the polarity of views between respondents without formal education and those with primary-level education. The results displayed in Table 5.17 also shows that a high proportion of respondent with secondary-level education (53.3%) somewhat agreed with the statement while 6.7% of respondents agreed and 40% strongly agreed with the statement.

The result of respondents with post-secondary education reveals that 33.3% somewhat agreed, 16.7% agreed and 11.1% strongly agreed. Furthermore, while 33.3% of respondents disagreed, 5.6% strongly disagreed that changes in knowledge and skills required. This result shows that there are varied perceptions regarding the extent to which changes in knowledge and skills required are an internal environmental complexity. With respect to the category of respondents with above degree qualification, the majority of the respondents 40.8% somewhat agreed, 18.4% agreed, 23.9% strongly agreed, strongly disagreed and 16.9% disagreed that changes in knowledge and skills required. The overall result revealed that a total of 42 (38.5%) of the respondents agreed that changes in knowledge and skills required affect leadership effectiveness at UMLM. Also, a total of 21 (22.0%) respondents disagreed with the statement while 46 (42.2%) of the respondents somewhat agreed. The result shows that the majority of the respondents somewhat agreed that changes in knowledge and skills required affect leadership effectiveness at UMLM. Furthermore, their views were significantly associated with their educational qualifications, as shown by the Chi-square test results ($\chi^2= 28.010$, $df=16$, $p=0.032$). The result indicated that the responses were influenced by the educational qualification. The next discussion is on the results pertaining to attitudinal resistance to new technologies and changes.

5.2.13: Attitudinal resistance to new technologies and changes

Resistance to the introduction of new technologies can be a serious complex issue that municipality leadership have to contend with. Complexity arises when the leadership intends to introduce new technologies for improving service delivery, but they encounter incompatible attitudes from employees who may be technophobic or who fear technology. A question to ascertain whether the leadership of the municipality is facing attitudinal resistance by employees was posed. Figure 5.14 presents the findings:

Figure 5.14: Attitudinal resistance to new technologies and changes

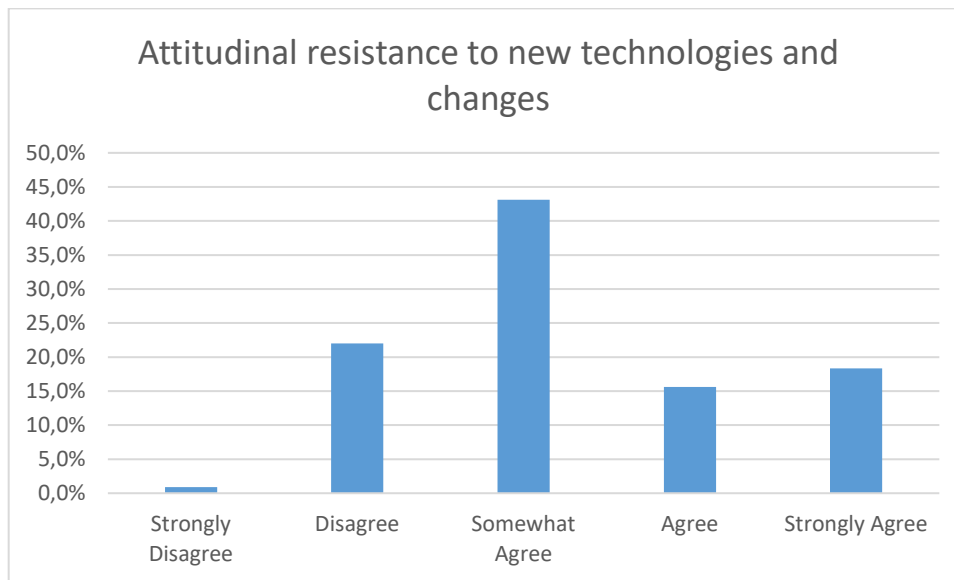


Figure 5.14 shows that a majority of respondents (43.1%) without formal education somewhat agreed that there is attitudinal resistance to new technologies and changes at UMLM. Also, 15.6% of the respondents in this category agreed and 18.3% strongly agreed with the statement. On the other hand, 22% of the respondents disagreed and a minority of 0.9% strongly disagreed. What stands out from the data is that the majority of the respondents somewhat agreed that attitudinal resistance to new technologies and changes is an internal environmental complexity affecting leadership effectiveness. A visual analysis of the graph demonstrates that more respondents somewhat agreed than disagreed. Therefore, this might suggest that attitudinal resistance to new technologies and changes in the municipality are likely to pose a challenge that is adding to internal environmental complexity.

The above results were further examined by analysing respondents' perceived views on whether attitudinal resistance to new technologies and changes exists in the municipality. A cross-tabulation was used to check respondents' views. Table 5.18 displays the results pertaining to each respondent's views regarding the extent to which attitudinal resistance to new technologies and changes based on respondents' educational qualifications.

Table 5.37: Attitudinal resistance to new technologies and changes

Qualifications * Attitudinal resistance to new technologies and changes Crosstabulation						
	Attitudinal resistance to new technologies and changes					Total
	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	

Qualifications	No formal education	Count	0	0	2	1	0	3
		% within Qualifications	0,0%	0,0%	66,7%	33,3%	0,0%	100,0%
		% within Attitudinal resistance to new technologies and changes	0,0%	0,0%	4,3%	5,9%	0,0%	2,8%
	Primary	Count	0	1	0	1	0	2
		% within Qualifications	0,0%	50,0%	0,0%	50,0%	0,0%	100,0%
		% within Attitudinal resistance to new technologies and changes	0,0%	4,2%	0,0%	5,9%	0,0%	1,8%
	Secondary	Count	1	1	8	0	4	14
		% within Qualifications	7,1%	7,1%	57,1%	0,0%	28,6%	100,0%
		% within Attitudinal resistance to new technologies and changes	100,0%	4,2%	17,0%	0,0%	20,0%	12,8%
	Post-secondary	Count	0	8	6	2	2	18
		% within Qualifications	0,0%	44,4%	33,3%	11,1%	11,1%	100,0%
		% within Attitudinal resistance to new technologies and changes	0,0%	33,3%	12,8%	11,8%	10,0%	16,5%
	Above first degree	Count	0	14	31	13	14	72
		% within Qualifications	0,0%	19,4%	43,1%	18,1%	19,4%	100,0%
		% within Attitudinal resistance to new technologies and changes	0,0%	58,3%	66,0%	76,5%	70,0%	66,1%
Total		Count	1	24	47	17	20	109
		% within Qualifications	0,9%	22,0%	43,1%	15,6%	18,3%	100,0%
		% within Attitudinal resistance to new technologies and changes	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result: ($\chi^2=23.273$, $df=16$, $p=0.107$)

Table 5.18 reveals that 66.7% of the respondents with no formal education somewhat agreed that a challenge to the leadership at the municipality while 33.3% agreed with the statement. On the other hand, 33.3% of respondents in this category disagreed with the statement. The results also show that 50% of the respondents with primary-level education agreed while another 50% disagreed with the statement. This shows extreme manifestations of polarity between respondents with primary-level education. The results displayed in Table 5.18 also show that a high proportion of respondents with secondary-level education (57.1%) somewhat agreed with the statement while 28.6% strongly agreed. For respondents with post-secondary education, the results reveal that 33.3% of the respondents somewhat agreed, 11.1% agreed and a similar 11.1% strongly agreed while 44.4% disagreed that attitudinal resistance to new technologies and changes. This result shows that there are varied perceptions regarding the extent to which attitudinal resistance to new technologies and changes within the municipality is an internal environmental complexity.

A different trend exists for the category of respondents with above degree qualification where the majority of the respondents 43.1% somewhat agreed, 18.1% agreed, 19.4% strongly agreed while 19.4% disagreed that attitudinal resistance to new technologies and changes exist as internal environmental complexity at UMLM. The overall result showed that a total of 37 (33.9%) of the respondents agreed that attitudinal resistance to new technologies and changes exists as an internal environmental complexity at UMLM. Similarly, a total of 25 (22.9%) respondents disagreed with the statement while 47 (43.1%) of the respondents somewhat agreed. The result shows that the majority of the respondents somewhat agreed that attitudinal resistance to new technologies and changes exists as an internal environmental complexity at UMLM. A Chi-square test was carried out to confirm the association between the responses and the respondents' educational qualifications. Surprisingly, their views were not significantly associated with their educational qualifications, as shown by the Chi-square test results ($\chi^2= 23.273$, $df=16$, $p=0.107$). The result showed the responses were not a result influence of their educational qualification. As such, the possibility of chance cannot be ruled out. These sentiments were also observed in the interviews, as shown in Table 5.8 which provides a summary of views related to the existence of attitudinal resistance to new technologies and changes posing challenges for the municipal leadership. Next is a discussion of results pertaining to constantly changing employee expectations.

5.2.14: Constantly changing employee expectations

A question to ascertain whether employee expectations at the municipality are constantly changing was posed to respondents and the following results displayed in Figure 5.15 below are presented and discussed.

Figure 5.15: Constantly changing employee expectations

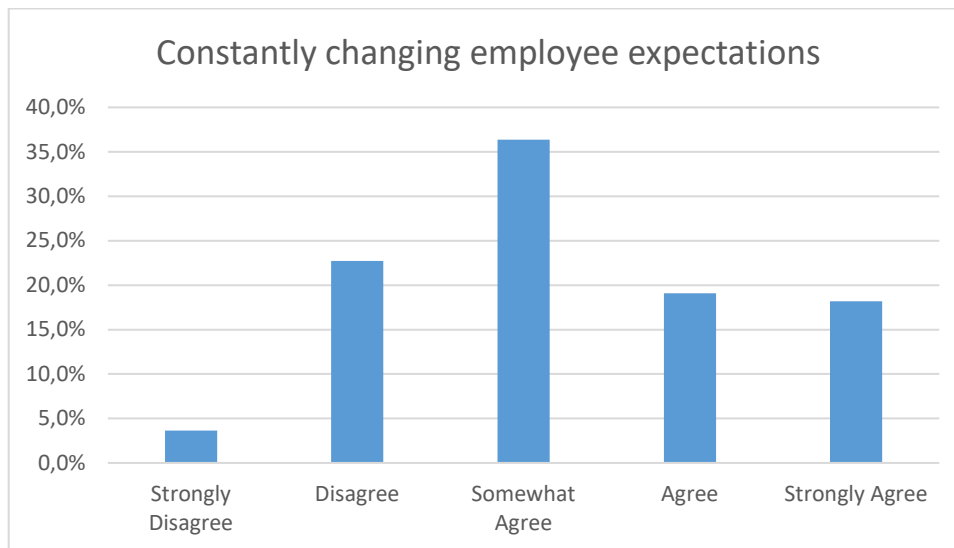


Figure 5.15 shows that a majority of respondents (36.4%) somewhat agreed that constantly changing employee expectations are affecting leadership effectiveness while 19.1% of respondents agreed and 18.2% of respondents strongly agreed. On the contrary, 22.7% of the respondents disagreed with the statement and 3.6% strongly disagreed respectively. What stands out from the data is that the majority of respondents somewhat agreed that constantly changing employee expectations are affecting leadership effectiveness at the municipality. A visual analysis of the graph demonstrates that more respondents somewhat agreed than disagreed. Therefore, this might suggest that constantly changing employee expectations are affecting leadership effectiveness at the municipality and are likely to pose a challenge that is adding to internal environmental complexity.

The above results were further examined by analysing respondents' perceived views on whether constantly changing employee expectations are affecting leadership effectiveness at the municipality. A cross-tabulation was used to check respondents' views regarding the extent to which constantly changing employee expectations are affecting leadership effectiveness at the municipality. Table 5.19 displays the results pertaining to each respondent's views based on respondents' educational qualifications.

Table 5.38: Constantly changing employee expectations

Qualifications * Constantly changing employee expectations Crosstabulation								
			Constantly changing employee expectations					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	0	3	0	0	3
		% within Qualifications	0,0%	0,0%	100,0%	0,0%	0,0%	100,0 %
		% within Constantly changing employee expectations	0,0%	0,0%	7,5%	0,0%	0,0%	2,7%
	Primary	Count	0	1	0	1	0	2
		% within Qualifications	0,0%	50,0%	0,0%	50,0%	0,0%	100,0 %
		% within Constantly changing employee expectations	0,0%	4,0%	0,0%	4,8%	0,0%	1,8%
	Secondary	Count	0	3	7	0	5	15
		% within Qualifications	0,0%	20,0%	46,7%	0,0%	33,3%	100,0 %
		% within Constantly changing employee expectations	0,0%	12,0%	17,5%	0,0%	25,0%	13,6%
	Post-secondary	Count	1	3	6	6	2	18
		% within Qualifications	5,6%	16,7%	33,3%	33,3%	11,1%	100,0 %
		% within Constantly changing employee expectations	25,0%	12,0%	15,0%	28,6%	10,0%	16,4%
	Above first degree	Count	3	18	24	14	13	72
		% within Qualifications	4,2%	25,0%	33,3%	19,4%	18,1%	100,0 %
		% within Constantly changing employee expectations	75,0%	72,0%	60,0%	66,7%	65,0%	65,5%
Total		Count	4	25	40	21	20	110
		% within Qualifications	3,6%	22,7%	36,4%	19,1%	18,2%	100,0 %

	% within Constantly changing employee expectations	100,0%	100,0%	100,0%	100,0 %	100,0%	100,0 %
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Chi-Square Tests Result :($\chi^2= 17.192$, $df=16$, $p=0.373$)

Table 5.19 reveals that 100% of the respondents without formal education somewhat agreed that constantly changing employee expectations are affecting leadership effectiveness. The results also show that 50% of the respondents with primary-level education strongly agreed while the other 50% disagreed with the statement. The results displayed in Table 5.19 also shows that a high proportion of respondent with secondary-level education (46.7%) somewhat agreed, 33.3% strongly agreed, and 20% disagreed with the statement. As far as respondents with post-secondary education are concerned, the results reveal that 33.3% of the respondents somewhat agreed, another 33.3% agreed and 11.1% strongly agreed. While 16.7% disagreed, 5.6% strongly disagreed that qualified and experienced employees within the municipality collaborate with other employees. This result shows that there are varied perceptions regarding the extent to which constantly changing employee expectations are affecting leadership effectiveness within the municipality due to internal environmental complexity.

For the category of respondents with above-degree qualifications, the majority of the respondents 33.3% somewhat agreed, 19.4% agreed, and 18.1% strongly agreed. However, 25% of the respondents disagreed while a minority (4.2%) of the respondents strongly disagreed that constantly changing employee expectations are affecting leadership effectiveness. Overall, the result showed that a total of 41 (37.3%) of the respondents agreed that constantly changing employee expectations are affecting leadership effectiveness at UMLM. Similarly, a total of 29 (26.3%) respondents disagreed with the statement while 40 (36.4%) of the respondents somewhat agreed. The result shows that the majority of the respondents somewhat agreed that constantly changing employee expectations are affecting leadership effectiveness at UMLM. However, their views were not significantly associated with their educational qualifications, as shown by the Chi-square test results ($\chi^2= 17.192$, $df=16$, $p=0.373$). This invariably suggests that the views of the respondents were not influenced by their educational qualifications.

Table 5.20: Summary of participants views on internal environmental complexities

Sub-theme	participants Response	Source
Constantly changing employee expectations		IDGR 2

	<p><i>“.... the organisation is adaptive to changing times and environment however, some unprecedented occurrences may bring a number of challenges in the existing municipal leadership approach.</i></p> <p><i>“ ... The municipal leadership is also cognisant of the generational diversities and their expectations; the older employees turn to expect to be excused for poor performance”</i></p>	IDGR 3
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5.3 Discussion of Findings

In the section above the objective was to present and interpret the findings on the internal environmental complexities affecting leadership effectiveness at UMLM. In this section, the identified internal environmental complexities are discussed and situated within existing literature.

5.3.1 Constant personality clashes of heterogeneous personalities of employees

The study revealed that there were mixed views regarding the existence of heterogeneous personality clashes within the municipality where the majority somewhat agreed to the posed question. However, the findings showed a lack of uniformity of responses across all the qualification categories. However, what the study demonstrated was that constant personality clashes of heterogeneous personalities of employees within the municipality do indeed exist to some significant extent at UMLM. No matter the level of existence of this internal environmental complexity, leadership effectiveness is affected in the sense that such personality clashes cause disharmony among employees, disunity and conflict which can become dysfunctional. In such an environment, the leader will have to spend time attending to such conflict hence diverting their attention from service delivery execution reducing their effectiveness. The results also intimated that the leadership at UMLM are finding it to be too taxing to deal with all sorts of personalities coming in and out of the municipality due to among other factors high staff turnover. This factor has ushered too many characters with too many different personality traits, different social and personal traits and attributes and so it needs a great deal of ingenuity to

deal with such a personality environment. This makes it difficult for the leadership to become effective as it becomes time-consuming to customise leadership styles to coordinate and harmonise different personalities. These findings are consistent with assertions by Ekvall and Psychology (1996) who state that tensions in organisations are a common occurrence though the intensity varies in scale from one organ type of organisation to the other.

Thompson (2012) also posits that tension is more pronounced in organisations with a pronounced level of heterogeneity in terms of personalities 'orientation, ideas (ideologies) and political persuasions and preferences. Similarly, Baltaci et al. (2017) posits that internal tension is a product of heterogeneous structures which create a great deal of dependency and controversial restrictions. Baltaci et al. (2017) explain that heterogeneity in organisations manifests itself in the form of having different agents with different skills, ideas, interests, perspectives, and preferences. Despite heterogeneity being lauded as a positive attribute that an organisation should have, Patyal et al. (2016) also argue that it has a differential effect on goal attainment between the different hierarchies in the organisation.

5.3.2 Existence of conflicting interests between the management of different departments

Despite differing levels of perceptions among respondents based on their educational qualifications both quantitative and qualitative results affirmed that conflicting interests between the management of different departments is an internal environmental complexity and affects leadership effectiveness at UMLM. Conflicting interests between management of different departments is inevitable in a municipality given that each departmental manager has a mandate to fulfil and will be under pressure to deliver, such that, there will be competing demands and competing interests for resources leading to conflict. The existence of departmental conflict between management of different department thus, affect leadership effectiveness in the sense that more time and effort will be spent trying to resolve conflicts between managers of different departments pursuing conflicting interests.

The existence of this conflicting interest at UMLM needs urgent attention by the senior leadership of UMLM as it has the potential to reduce the effectiveness of the senior leadership in advancing and championing service delivery. Being a manager in a municipality exposes the leadership to various sources of conflict as political machinations and lobbying often take centre stage, for example, resource deployment is sometimes allocated based on political considerations rather than a rational

basis and so this gives rise to situations where some departments are better resourced than others leading to conflict and disharmony between departments.

Competition for resources between departments is limiting the effectiveness of leadership in under-resourced departments, this resource competition sometimes leads to conflict between departments for the limited resources available and in some cases, and this competition can lead to unhelpful conflict. These findings are in perfect agreement with Croucher and Dynamics (2017) who asserted that competing priorities between departmental managers are responsible for exacerbating departmental conflict within an organisation. Samantara and Sharma (2016) also posit that inter-departmental conflict further arises from the interaction of management with incompatible interests and ideologies which in some cases causes negative emotions.

5.3.3 Lack of a Strategic Coherent Vision within the Municipality

The finding revealed that most respondents somewhat agreed that the lack of a coherent vision was an internal environmental complexity within the municipality. The same sentiment emanated from the qualitative interviews with some managerial employees expressing the need for the creation of a coherent vision. Such a finding whereby the majority of respondents somewhat agreed demonstrated that the generality of employees of the municipality is not expressly satisfied with the coherence of the strategic vision that currently exists at UMLM. Such a state of affairs causes a serious internal environmental complexity as the senior leadership will find it difficult to motivate their subordinates to fully contribute towards the attainment of the vision of the municipality. A strategic vision is critical in any organisation as it inspires organisational members regarding where the organisation is headed. Besides being inspirational, a strategy helps to generate commitment and motivation among organisational members towards achieving the desired state of performance. However, problems arise for an organisation if a vision is not coherent and strategic enough to inspire confidence and commitment by organisational members regarding achieving the desired aspirational outcomes for an organisation as per the organisation's vision. Thus, the lack of a strategic coherent vision can be a daunting complexity that affects leadership effectiveness in the municipality.

At UMLM the challenge was that there has been so much staff turnover among both junior and senior managerial staff that the vision is now blurred and no longer as unifying as it should be. High staff turnover has affected the embodiment of a unifying vision that has a buy-in among staff because group cohesion is lacking and the vision is not holding, such that, there is a lack of a unifying and common purpose commitment among the employees of the municipality. This finding resonates with

assertions by Koma (2019) who posit that the poor state of South Africa's municipalities is a result of a lack of coherent vision. The finding is also in line with the assertions by Soga and Vyas-Doorgapersad (2021) that a vision should be well-planned, clear, and sensible and all its parts should go well with each other. In another study, Osah and Pade-Khene (2020) also agree that a coherent vision should have values, purposes, and goals so that it helps to promote an organisation's success.

5.3.4 Municipality vision must be clear and realistic in showing a clear sense of direction

Clarity of vision is key and imperative for any organisation as it helps to provide both inspiration and guidance to employees regarding the desired direction and future achievements of the organisation. An assessment of the findings demonstrated that a high proportion of respondents somewhat agreed that the municipality's vision is clear and realistic to impose a clear sense of direction. Going by this, one can infer that most employees of UMLM are not sufficiently satisfied with the clarity of the municipality's vision being clear and realistic. If a vision lacks clarity and is not realistic, it demoralises employees and causes adverse effects on organisational performance as everyone lacks clarity regarding the direction that the municipality is headed. Regrettably, the findings suggest that there is a need for more improvements to the clarity and the reality of the vision at UMLM.

This finding is in contrast with the study by Rekers and Stihl (2021) who state that despite the importance of clear vision and mission statements, many organisations do not have them. The non-existence of a clear vision in the municipality is contrary to assertions by Retnandari (2022) who posit that clarity of vision statements is an integral part of an organisation's strategic direction. Vision statements serve as a guide for creating objectives and goals, thus providing a road map that is to be followed by the organisation (Retnandari, 2022). Wälitalo (2020) also posit that a clear vision is important in the sense that it points an organisation in a particular direction, charts a strategic path for it to follow in preparing for the future and molds the organisation's identity and is one of the most important rallying points for crafting and executing strategy.

5.3.5 Agent interactions within the municipality generate tensions

The results of the study confirmed that a higher proportion of employees of UMLM possess different educational qualifications whereas most of the respondents somewhat agreed that agent interactions within the municipality are generating tensions. The internal environmental dynamics at UMLM are highly contested by a complex combination of opinions and perceptions owing to the numerous role players with different interests, especially political appointees and municipal administrators. Thus, it

has become very difficult for the leadership to reach a consensus and to move forward because different categories of employees got their jobs through different means and so there is a tendency to pull each other down especially the tug of war between employees with political leanings and professional employees who are technocrats. Thus, the ways of doing things are always conflicting. These findings are an indication that different agents exist within the organisational environment at UMLM. Every organisation has several agents that interact daily within its precincts. More often, agents within a municipality exist in many forms. Agents exist in different kinds of employees playing different roles within the municipality. Types of agents within the municipality's internal environments include political employees, administrative management and the generality of employees and trade union representatives. The interaction of all these agents often generates tensions as they pursue different interests.

Hence, this affects leadership effectiveness. This finding implies that the leadership at UMLM needs to find appropriate strategies for managing the interactions of different agents within the municipality and to ensure that these interactions are not generating tensions and affecting service delivery. It is highly probable and certain that the interaction of several heterogeneous personalities with different ideas, cultures, skills and attributes leads to general controversies and controversial ideas which leads to internal environmental complexities. This finding resonates with the assertions by Morrison-Smith and Ruiz (2020) that organisations are characterised by multi-agent interactions generating tensions. Similarly, Snowden and Boone (2007) assert that the interaction of many agents within an organisation leads to a clash of ideas and information which has the effect of producing more complex information and controversial ideas that may lead to "the garbage can metaphor" whereby loads of information and ideas brings complexity and tensions. The finding is also consistent with the main ideas of the complexity theory by UL-Ben (2017) which espoused the view that organisations are faced with the existence of different agents interacting within the organisation which leads to different preferences posing challenges for the leadership. The complexity theory also posited that not all interacting agents converge on the same method of solving organisational problems. This suggests that agent interactions within the municipality must be well managed to avoid tensions.

5.3.6 Willingness to embrace initiatives and ideas exists among municipal management is required

The willingness to embrace initiatives and ideas that exist among municipal management is a positive virtue that every organisation's leadership needs to exude. However, the extent to which the leadership is willing to embrace initiatives and ideas also determines the level of internal environmental

complexity affecting leadership effectiveness. With respect to the study results, the greater majority of respondents across the various categories of educational qualifications expressed the view that there is a lack of willingness to embrace new initiatives and ideas among municipal management. This finding is regrettable given that modern-day leaders need to embrace new ideas and initiatives. Unfortunately, the finding demonstrates that the lack of willingness to embrace new initiatives and ideas among municipal management is an internal environmental complexity affecting leadership effectiveness at UMLM.

Thus, the leadership at UMLM is required to become adaptive to new internal environmental complexities confronting the municipality so that they can improve their effectiveness in dealing with this problem. This finding is in perfect agreement with De Vries et al. (2016) who point out that internal environmental complexities arise in organisations where influential employees exercise pervasive influence over other employees to resist change. Tidd and Bessant (2020) also posit that employees who resist new ideas and innovations are detrimental to organisational success. Similarly, Hjelmar (2021) points out that the unwillingness of employees to embrace new ideas regarding the direction that the organisation should take poses a threat to organisational success. Hence, willingness to embrace initiatives and ideas that exist among municipal management is required and as such must be encouraged at UMLM.

5.3.7 Most employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work

The study findings demonstrated that the majority of the respondents somewhat agreed that employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work. This might suggest that most respondents were not out rightly certain that employees with inherent capabilities and expertise in various fields in the municipality exuded a passion for their work. This finding implies that the leadership at the municipality have more work to do in terms of crafting strategies that motivate such kind of employees to become more passionate about their work than they are currently displaying. An organisation that is capable of attracting and retaining employees who have both inherent capabilities and expertise in various fields in the municipality and who are passionate about their work is more likely to have fewer internal environmental complexities to contend with. In line with this finding, Mathieu et al. (2019a) submit that leaders face complexity in dealing with less passionate employees as this affects not only productivity but quality of products and services.

In addition, Cortellazzo et al. (2019) points out that the demotivation expressed by most qualified and talented employees has led to decreased passion for work, proactive work behaviour and organisational energy. This finding is also consistent with Boylan and Turner's (2018) submission that internal complexities arise when leaders have to contend with employees lacking inherent capabilities and expertise coupled with a lack of passion for work as this normally causes problems for leaders in far as achieving organisational goals with such type of incompetent and less competent employees. Thus, employees with inherent capabilities and expertise in various fields in the municipality must be encouraged to be more passionate about their work.

5.3.8 Collaboration between qualified and experienced employees and the less experienced ones within the municipality is a necessity.

Complexity arises for the leadership if there is no meaningful collaboration between qualified and experienced employees and the less experienced ones. An ideal scenario is to have an internal environment whereby people with different skills and experiences interact and collaborate freely with other employees with less skill and experience for skills and knowledge sharing. In this section results about the existence of collaboration between qualified and experienced employees within the municipality with other employees are presented and discussed. The results showed that more employees of the municipality somewhat agreed that there is a collaboration between qualified and experienced employees within the municipality with other employees. This might indicate the lack of visible collaboration between the experienced and the less experienced within the municipality.

Furthermore, this might indicate that a lack of visible collaboration exists as an internal environment complexity affecting UMLM. This finding has serious implications for the leadership at UMLM in the sense that they need to formulate strategies that improve employee collaboration and meaningful engagement with each other. The existence of some mistrust and poor working relationships between various categories of employees seems to be affecting leadership at UMLM. The experienced staff tend to act in a way that they are superior to other employees and so isolate themselves from the rest. Some qualified employees are hesitant and unwilling to pass their skills and knowledge to other less qualified employees for fear of being replaced once the unskilled get the requisite knowledge. Hence, this is done for self-protection. This finding is at variance with assertions by Luca and Tarricone (2022) who posit that collaboration is a critical element of organisational success as it fosters teamwork, enhances the individual's capacity to work in a cooperative setting, in the interests of achieving a common goal, by sharing knowledge or skills, being flexible in serving multiple roles

within the organisation. Similarly, the finding echoes Bandinelli and Gandini's (2019) submission that lack of effective collaboration arises from incompatible goals or expectations, compelling a person to choose between being an effective or ineffective member of a team, while interpersonal conflicts occur between two individuals who are in opposition to one another. Recent studies by Woodland and Hutton (2018); Limerick and Cunnington (2019), Kemp (2018) and Huxham (2016) have all advocated for the need to develop and advance the concept of collaboration as a better alternative to traditional teamwork practices. Thus, collaboration among employees is of necessity and must be encouraged at UMLM.

5.3.9 Internal Organisational cohesion within the municipality as a challenge

Lack of internal organisational cohesion can act as an internal environmental complexity to leaders and can also affect their effectiveness within a municipality. Internal organisational cohesion is critical as it helps to forge unity and enhance team spirit within an organisation. The results indicated that the majority of respondents somewhat agreed that internal organisational cohesion within the municipality is a challenge. This points to the fact that the lack of internal organisational cohesion within the municipality is a challenge, adding to the internal environmental complexity facing UMLM. This effectively implies that leadership effectiveness at UMLM should engage in a program of developing strategies that promote internal organisational cohesion to help promote organisational unity for effective service delivery. The lack of unity and cohesion within the municipality emanates from the existence of workers' diversity and preferences. Scholars such as De Vries et al. (2016) and Bejtkovský (2016) attested to the existence of a diversity of workers with different preferences. Bejtkovský (2016) posits that generations X, Y and Z have different working preferences which poses a threat to internal organisational cohesion. In addition, Mencl et al. (2016) posit that managing and leading such combinations of employees with different characteristics and attributes is complex and requires astute leadership skills. For example, Espinoza and Ukleja (2016) point out that millennial often poses a challenge to leaders at the workplace because they do not normally like to be told what to do but desires to do things in their peculiar way while Urwin et al. (2013) posit that generation X employees are more sceptical and less trusting of their senior management. Wright et al. (2014) describe the characteristics of millennials (Generation Y employees) as comprising a generation that is too critical, too analytical, technically savvy and desires more praise, recognition and growth in the workplace but hates critical feedback than Generation Xers. Therefore, the findings of the study align with the argument of these authors examined as it confirms the lack of cohesion in UMLM due to the

internal environmental complexities. Thus, the leadership at UMLM must strategise to channel these diversities and complexities to give positive output.

5.3.10 Pursuit of self-interest over organisational interests must be addressed.

On the question of whether there is the pursuit of personal interest over organisational interest, the analysed data showed that most respondents somewhat agreed that the pursuit of self-interest dominates organisational interests in the municipality. This finding suggests that there is a perception that some employees at the municipality are engaged in the pursuit of self-interest at the expense of the municipality. This is counterproductive to the municipality as it negatively affects municipality service delivery and overall performance. The pursuit of self-interest while one is engaged in the employment of a municipality is unethical and a serious cause of concern not only to the municipality leadership but to the wider community. It is, therefore, apparently clear that the pursuit of self-interest over the municipality's interests is an internal environmental complexity confronting the leadership at the municipality and requiring urgent attention. This finding corroborates the assertions by Uhl-Bien and Marion (2017) who point out that different interacting agents within an organisation pose challenges for leaders as each category of agents is often in pursuit of self-interests which is at variance with organisational interests. Remi and Aiyede (2003) and Mäkinen (2018) point out that complexity in the political environment arises from the conflicting interests of various pressure groups, interest groups political parties differing ideologies, opinions, manoeuvres from civil society organisations, and resident associations all requiring the attention of the leadership in the local government space. The finding is also consistent with Cherunilam (2021) who also asserted that the leadership in the local government institutions such as municipalities are faced with political complexity in the sense that they face difficulties in satisfying the competing interests of all these political and legal formations. It is, therefore, important that the leadership at UMLM re-orientate employees within the municipality.

5.3.11 Cross jurisdictional Teams Competing for Constrained Resources

Municipalities have cross-jurisdictional teams in charge of different areas and departments of specialisation. Ideally, these teams are expected to exist in harmony with one another but in the real world, they are often found competing for resources. Thus, internal environmental complexities arise when these cross-jurisdictional teams start competing for constrained resources. The results of the study revealed that the majority of the respondents across the various educational categories

somewhat agreed that cross-jurisdictional teams compete for constrained resources causing an internal environmental complexity. This finding has implications for the leadership of the municipality in the sense that there is an urgent need to avoid role overlaps among the teams and clarification of their roles. Though competition for resources is common within organisations, it is more intense in some organisations than in others. These findings are in perfect agreement with Whitley (2003) who asserted that competition for organisational resources is more pronounced in the public sector than in private corporate organisations because the public sector is more constrained financially due to its overwhelming responsibilities.

Also, the findings agrees with Kamaru-Zaman et al. (2019) who posit that intensified competition for organisational resources gives rise to complexities in terms of coming up with appropriate strategies for smoothing resource sharing and or optimising available resources towards achieving organisational resources. Amin and Karim (2013) also posit that resource competition adds to complexity in terms of managing an organisation whereby all the competing interests have got valid and indispensable need for the resources all at the same time. Thus, this jurisdictional competition among teams for constrained resources must be well managed.

5.3.12 Changes in knowledge and skills required

The findings of the study revealed that there was a greater affirmation that changes in knowledge and skills are required as internal environmental complexity affects leadership effectiveness. Changes in the knowledge and skills-based requirements within a municipality can cause uneasiness, tension and discomfort on the part of the employees. This fundamentally causes internal environmental complexity as leaders will have to find new strategies for motivating employees to abandon their long-treasured knowledge of skills and acquire new ones. Such a state of affairs poses a serious challenge to leaders as some employees might resist such moves or some employees may be faced with the spectre of losing their jobs as their skills become redundant. This finding resonates with the submission of Storey (2016) who states that organisational tensions arise when leaders suddenly change knowledge and skills requirements. Storey (2016) further states that leaders who abruptly make demands for new skills without adequate warning prejudice employees resulting in controversies and tensions. S,

Similarly, McKevey (2017) posits that unplanned changes to employee conditions of work and performance expectations pose compliance challenges and resistance from employees causing

disharmony. In essence, changes in knowledge and skills at UMLM must be handled with caution. Next is a discussion of results pertaining to attitudinal resistance to new technologies and changes.

5.3.13 Attitudinal resistance to new technologies and changes

The study findings revealed that the majority of the respondents across the various educational categories somewhat agreed that attitudinal resistance to new technologies and changes is an internal environmental complexity affecting leadership effectiveness. Resistance to the introduction of new technologies can be a serious complex issue that municipality leadership have to contend with. This finding corroborates Swanwick and McKimm's (2017) position that complexity arises when the leadership intends to introduce new technologies for improving service delivery but they encounter incompatible attitudes from employees who may be technophobic or who fear technology. However, as much as introducing new technology may become an internal environmental complexity, strategic plans must be put in place to upgrade UMLM employees' technological skills. In this era of the Internet of all things (IoT), municipality employees cannot afford to be stuck in the dark age or continue to operate in ignorance, especially, as almost everything is being digitalised globally. Hence, UMLM leadership must ensure that municipality employees embrace a new technological system of service delivery.

5.3.14 Constantly changing employee expectations

When the question on changes in employees at UMLM was asked, the results revealed that the majority of the respondents across the various educational categories somewhat agreed that employees' expectations change constantly. Thus, it is apparent that employees within the municipality of UMLM experience constantly changing employee expectations. This indicates the existence of an internal environmental complexity. Constantly changing employee expectations poses a challenge to the leadership because it makes the internal operating environment complex. This finding is in line with Antonakis and Day (2017) who posit that constant changes in employee expectations make leadership planning and strategy formulation and implementation to be unpredictable as everything can be disrupted at any time. Also, the finding agrees with Northouse (2018) who point out that evolving changes in employee needs and aspirations serve the purpose of confusing the leadership as to how to keep employees motivated and on track with organisational aspirations.

5.4 Conclusion

This chapter aimed to present and interpret the results of the study on the internal environmental complexities facing UMLM. This study has shown that the municipality is facing several internal complexities affecting leaders' effectiveness. The results of this study indicate that the most notable and severe internal complexities affecting leaders' effectiveness such as constant personality clashes of heterogeneous personalities of employees, conflicting interests between the management of different departments, and agent interactions within the municipality are generating tensions, unwillingness to embrace initiatives and ideas exists among municipal management, employees lacking inherent capabilities and expertise in various fields in the municipality and lack of passion about their work, and lack of internal organisational cohesion within the municipality as a challenge. Therefore, the finding will be of interest to academics in the field of public governance and general management to develop a model for dealing with these identified internal environmental complexities. Unfortunately, the study did not include the views of other staff from other local municipalities, making the findings less generalizable. Despite its limitations, the study certainly adds to our understanding of the existence of internal environmental complexities within municipalities which affect leadership effectiveness.

CHAPTER 6

EXTERNAL ENVIRONMENTAL COMPLEXITIES AFFECTING LEADERSHIP EFFECTIVENESS IN THE UMZIMKHULU MUNICIPALITY

6.1 Introduction

In the last chapter, the focus was on the internal environmental complexities affecting leadership effectiveness at UMLM. In trying to answer the second objective of this study, the chapter focuses on presenting, analysing, and discussing the findings on the external environmental factors affecting leadership effectiveness at UMLM. Seven (7) themes emerged from these themes, and they are presented in this section to test and evaluate the extent to which leadership effectiveness at UMLM is affected by external environmental complexities. The discussion of the themes is in the following order:

- Fast-paced technological changes are affecting leadership effectiveness
- Constant changes in residents' tastes and preference
- Continuous changes in service delivery innovations
- Changes in the economic cycles of the country are affecting leadership effectiveness
- Changes in the laws of the country are affecting leadership effectiveness
- Changes in the political composition of the council are affecting leadership effectiveness
- Community pressure is affecting leadership effectiveness
- Uncertainty of outcome remains

6.2 External Environmental Complexities Affecting Leadership Effectiveness in the uMzimkhulu Municipality

6.2.1 Fast-paced technological changes are affecting leadership Effectiveness

Nowadays the macro (external) environment organisation is characterised by rapid technological advancements. In fact, new technologies are being announced more regularly than before. As pressure to adopt new technological advancements mounts for organisations, so do challenges arise for leaders to become adaptive and steer their organisations to achieving efficiency. Complexity arises when an organisation does not have the requisite financial and human resources or capacity to adapt to fast-paced technological advancements against mounting pressure from stakeholders to become efficient through the use of new technologies for delivering services. A question to ascertain whether fast-

paced technological changes are affecting leadership effectiveness was posed to respondents and the results are presented and discussed in Figure 6.1 below.

Figure 6.1: Fast-paced technological changes

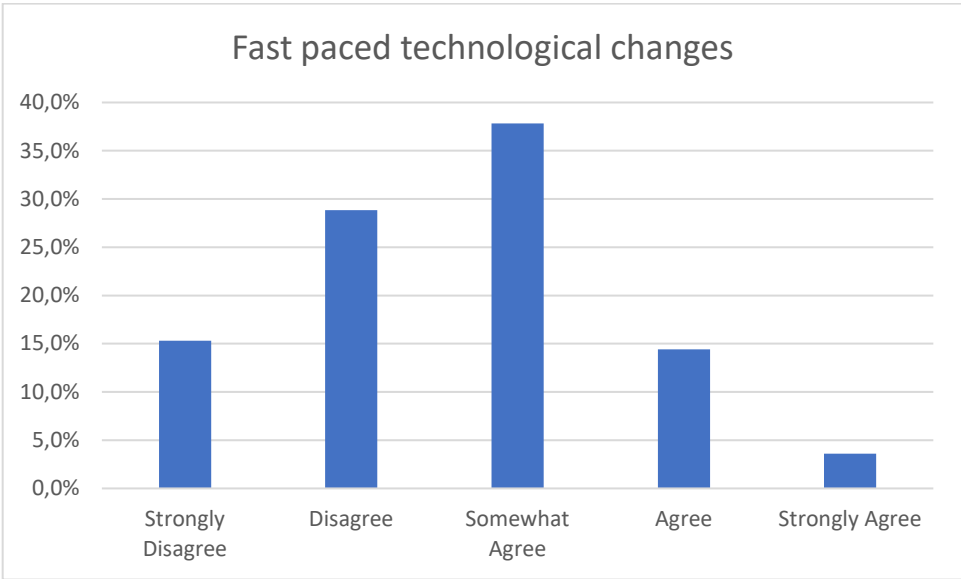


Figure 6.1 above shows that a majority of respondents 37.8% somewhat agreed with the statement that fast-paced technological changes are affecting leadership effectiveness while 14.4% agreed and 3.6% strongly agreed. Furthermore, 28.8% of the respondents disagreed and 15.4% strongly disagreed respectively. What stands out from the data is that the majority of respondents somewhat agreed that fast-paced technological changes affect leadership effectiveness. A visual analysis of the graph demonstrates that more respondents somewhat agreed than disagreed. Therefore, this might suggest that fast-paced technological changes are not significantly affecting leadership effectiveness at the municipality and are not likely to pose a challenge that is adding to external environmental complexity.

The above results were further examined by analysing respondents' perceived views about whether fast-paced technological changes are affecting leadership effectiveness in the municipality. A cross-tabulation was used to check respondents' views regarding the extent to which fast-paced technological changes are affecting leadership effectiveness. Table 6.1 presents the results of each respondent's views based on respondents' educational qualifications.

Table 6.1: Fast-paced technological changes are affecting leadership effectiveness

Qualifications * Fast-paced technological changes Crosstabulation

			Fast-paced technological changes					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	2	1	0	0	0	3
		% within Qualifications	66,7%	33,3%	0,0%	0,0%	0,0%	100,0%
		% within fast-paced technological changes	11,8%	3,1%	0,0%	0,0%	0,0%	2,7%
	Primary	Count	0	1	1	0	0	2
		% within Qualifications	0,0%	50,0%	50,0%	0,0%	0,0%	100,0%
		% within fast-paced technological changes	0,0%	3,1%	2,4%	0,0%	0,0%	1,8%
	Secondary	Count	2	2	8	3	0	15
		% within Qualifications	13,3%	13,3%	53,3%	20,1%	0,0%	100,0%
		% within fast-paced technological changes	11,8%	6,3%	19,0%	18,8%	0,0%	13,5%
	Post-secondary	Count	3	5	4	5	1	18
		% within Qualifications	16,7%	27,8%	22,2%	27,8%	5,5%	100,0%
		% within fast-paced technological changes	17,6%	15,6%	9,5%	31,3%	25,0%	16,2%
	Above first degree	Count	10	23	29	8	3	73
		% within Qualifications	13,7%	31,5%	39,7%	11,0%	4,1%	100,0%
		% within fast-paced	58,8%	71,9%	69,0%	50,0%	75,0%	65,8%

		technological changes						
Total	Count		17	32	42	16	4	111
	% within Qualifications		15,3%	28,8%	37,8%	14,4%	3,6%	100,0%
	% within fast-paced technological changes		100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result :($\chi^2= 15.663$, $df=16$, $p=0.477$)

Table 6.1 reveals that the majority of respondents 66.7 % with no formal education disagreed with the statement that fast-paced technological changes are affecting leadership effectiveness while 33.3% disagreed. The results also show that 50% of the respondents with primary-level education somewhat agreed while another 50% disagreed with the statement. This shows extreme manifestations of polarity between respondents with primary-level education. Furthermore, Table 5.17 also shows that a high proportion of respondents with secondary-level education 53.3% somewhat agreed with the statement and 20.1% agreed. While 13.3 % disagreed, 13.3% strongly disagreed with the statement. As far as the post-secondary education category is concerned, the results reveal that 22.2% of the respondents somewhat agreed, while 27.8% agreed and 5.5% strongly agreed. On the other hand, 27.8% disagreed and 16.7% strongly disagreed that fast-paced technological changes are affecting leadership effectiveness. This result shows that there are varied perceptions regarding the extent to which fast-paced technological changes affect leadership effectiveness within the municipality due to external environmental complexity.

With respondents with above-degree qualifications, the majority of the respondents 39.7% somewhat agreed that fast-paced technological changes are affecting leadership effectiveness. While 11% of the respondents agreed, 4.1% strongly agreed. However, 31.5% of the respondents disagreed and 13.7% also strongly disagreed that fast paced technological changes are affecting leadership effectiveness in the municipality. Overall, the result showed that a total of 20 (18.0%) of the respondents agreed that fast-paced technological changes are affecting leadership effectiveness at UMLM. On the other hand, a total of 49 (44.1%) respondents disagreed with the statement while 42 (37.8%) of the respondents somewhat agreed. The result shows that the majority of the respondents disagreed that fast-paced technological changes are affecting leadership effectiveness at UMLM. To affirm this result, a Chi-

square test was carried out. The Chi-square results in Chi-square test results ($\chi^2= 15.663$, $df=16$, $p=0.477$) indicate that the respondents' views were not significantly associated with their educational qualifications, as shown by the Chi-square test result. This means that the respondents' views were not influenced by their educational qualifications. In essence, these views can be attributed to chance variance.

6.3.2: Constant changes in residents' tastes and preference

Respondents were asked to indicate their view on whether the municipality is faced with constant changes in residents' tastes and preferences as a challenge to the leadership. Figure 6.2 below presents the results.

Figure 6.2: Constant changes in residents' tastes and preference

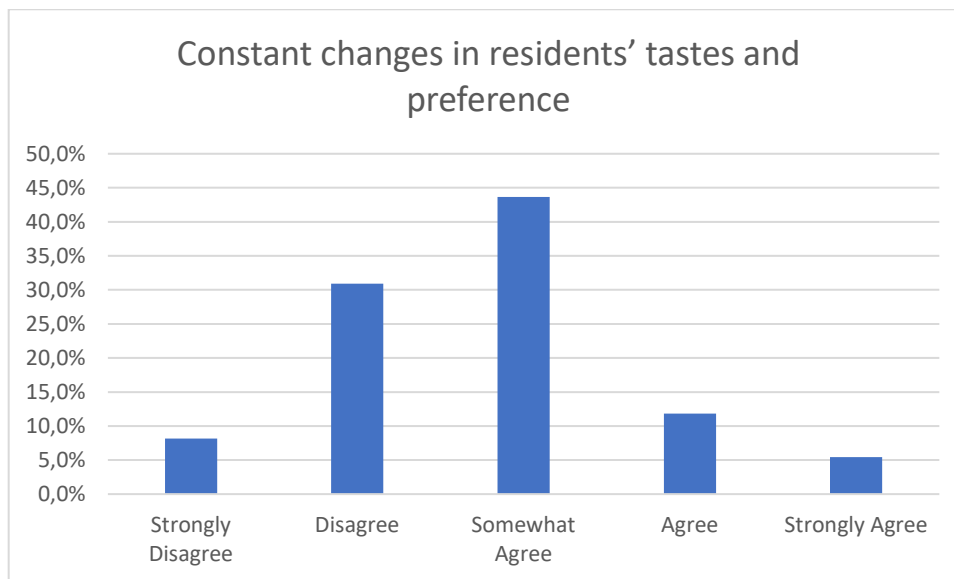


Figure 6.2 above shows that a majority of the respondents 43.6% somewhat agreed with the statement that constant changes in residents' tastes and preferences affect leadership effectiveness while 11.8% agreed and 5.5% strongly agreed. Furthermore, 30.9% of the respondents disagreed and 8.2% strongly disagreed respectively. Clearly, the data shows that the majority of respondents somewhat agreed that constant changes in residents' tastes and preferences affect leadership effectiveness. A visual analysis of the graph demonstrates that more respondents somewhat agreed than disagreed. Therefore, this might suggest that constant changes in residents' tastes and preferences affect leadership effectiveness.

The above results were further examined by analysing respondents' perceived views about whether constant changes in residents' tastes and preferences affect leadership effectiveness at the municipality. A cross-tabulation is presented in Table 6.2 below to check respondents' views regarding the extent to which constant changes in residents' tastes and preferences affect leadership effectiveness based on respondents' educational qualifications.

Table 6.2: Constant changes in residents' tastes and preference

Table 6.2 below shows cross-tabulation results on the extent to which constant changes in residents' tastes and preferences affect leadership effectiveness.

Qualifications * Constant changes in residents' tastes and preferences Crosstabulation								
			Constant changes in residents' tastes and preference					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	2	0	1	0	0	3
		% within Qualifications	66,7%	0,0%	33,3%	0,0%	0,0%	100,0%
		% within Constant changes in residents' tastes and preference	22,2%	0,0%	2,1%	0,0%	0,0%	2,7%
	Primary	Count	0	0	1	0	1	2
		% within Qualifications	0,0%	0,0%	50,0%	0,0%	50,0%	100,0%
		% within Constant changes in residents' tastes and preference	0,0%	0,0%	2,1%	0,0%	16,7%	1,8%
	Secondary	Count	0	3	9	1	1	14
		% within Qualifications	0,0%	21,4%	64,4%	7,1%	7,1%	100,0%

		% within Constant changes in residents’ tastes and preference	0,0%	8,8%	18,8%	7,7%	16,7%	12,7%	
	Post- secondary	Count	2	5	7	4	0	18	
		% within Qualifications	11,1%	27,8%	38,9%	22,2%	0,0%	100,0%	
		% within Constant changes in residents’ tastes and preference	22,2%	14,7%	14,6%	30,8%	0,0%	16,4%	
	Above first degree	Count	5	26	30	8	4	73	
		% within Qualifications	6,8%	35,6%	41,1%	11,0%	5,5%	100,0%	
		% within Constant changes in residents’ tastes and preference	55,6%	76,5%	62,5%	61,5%	66,7%	66,4%	
	Total		Count	9	34	48	13	6	110
			% within Qualifications	8,2%	30,9%	43,6%	11,8%	5,5%	100,0%
% within Constant changes in residents’ tastes and preference			100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	

Chi-Square Tests Result: ($\chi^2= 29.430$, $df=16$, $p=0.021$)

Table 6.2 reveals that the majority of the respondents 66.7 % without formal education strongly disagreed that constant changes in residents' tastes and preferences affect leadership effectiveness while 33.3% somewhat agreed. The results also show that 50% of the respondents with primary-level

education somewhat agreed while another 50% strongly agreed with the statement. This shows some degree of polarity between respondents with primary-level education. The results in Table 6.2 also shows that a high proportion of respondent with secondary-level education 64.4% somewhat agreed, 7.1% agreed, and 7.1 % strongly agreed. However, 21.4% of the respondents disagreed with the statement. The results further illustrate that more respondents with secondary education somewhat agreed than explicitly disagreed and agreed with the statement that constant changes in residents' tastes and preferences affect leadership effectiveness.

Concerning respondents with post-secondary education, the results reveal that 38.9% of the respondents somewhat agreed, while 22.2% agreed constant changes in residents' tastes and preferences affect leadership effectiveness. While 27.8% disagreed, 11.1% also strongly disagreed with the statement. This result shows that there are varied perceptions among respondents with post-secondary education regarding whether constant changes in residents' tastes and preferences affect leadership effectiveness within the municipality as external environmental complexity.

From the category with the above degree qualification, the majority of the respondents 41.1% somewhat agreed, 11% agreed, and 5.5% strongly agreed. On the other hand, 35.6% disagreed while 6.8% strongly disagreed that constant changes in residents' tastes and preference affect leadership effectiveness at the municipality. The overall result revealed that a total of 19 (17.3%) of the respondents agreed that constant changes in residents' tastes and preferences affect leadership effectiveness at UMLM. On the other hand, a total of 43 (39.1%) respondents disagreed with the statement while 48 (43.6%) of the respondents somewhat agreed. This result shows that the majority of the respondents somewhat agreed that constant changes in residents' tastes and preferences affect leadership effectiveness at UMLM. To ascertain these views, a Chi-square test was conducted. The Chi-square result indicates that the respondents' views were significantly associated with their educational qualifications, as shown by the Chi-square test results :($\chi^2= 29.430$, $df=16$, $p=0.021$). This simply means that the level of the educational qualification of the respondents influenced their responses. Hence, these responses cannot be attributed to chance. These sentiments were also observed in the interviews, as shown in Table 6.2 which provides a summary of views related to the existence of constant changes in residents' tastes and preferences posing challenges for the municipal leadership.

Table 6.3: Summary of respondent views on constant changes in residents' tastes and preference

Sub-theme	Respondent Response	Source
Unrealistic Residents demands	<p data-bbox="626 243 1060 604"><i>“....pressure from residents sometimes is unbearable given that some of them come up with unrealistic demands which cannot all be fulfilled at once because of lack of adequate funds and staff”</i></p> <p data-bbox="626 678 1060 1430"><i>"....of late we have been facing pressure from residents demanding that we phase out standpipes and replace them with piped water inside their homes, they do not understand the cost implications of this demand and such demands are also at the behest of some politicians seeking to curry favour with residents, yet this puts enormous pressure on the municipal leadership to manage unrealistic community expectations”</i></p> <p data-bbox="626 1503 1060 1864"><i>"....in certain sections of the municipality, there are people who are demanding that they no longer want to receive from water bowsers but now require piped water into their resident homes"</i></p>	<p data-bbox="1076 243 1203 275">IDGR 2</p> <p data-bbox="1076 678 1195 709">IDGR 3</p> <p data-bbox="1076 1503 1195 1535">IDGR 3</p>

The above interview intercepts demonstrate that some residents are coming up with unrealistic demands that the municipality leadership cannot reasonably meet in line with community expectations. Furthermore, participants pointed out that residents' new demands for piped water inside houses are signalling a change in new tastes and preferences for how they expect to receive their water. Depending on the category of people, the interview excerpts illustrate that those participants receiving water from bowser now require standpipes while those who were already receiving from standpipes now require piped water inside their homes. This finding provides insights into the existence of residents' tastes and preferences changing and posing challenges to the municipal leadership".

6.3.3: Continuous changes in service delivery innovations

A question was posed to respondents to indicate their views on whether continuous changes in service delivery innovations affect leadership effectiveness at the municipality. Figure 6.3 below presents the results of this issue

Figure 6.3: Continuous changes in service delivery innovations

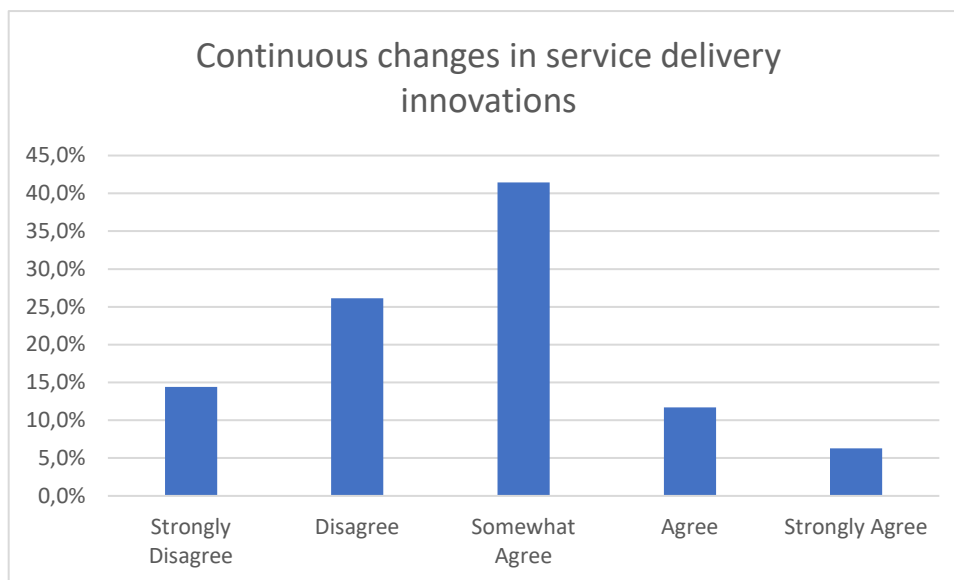


Figure 6.3 above shows that a majority of the respondents 41.4% somewhat agreed with the statement that continuous changes in service delivery innovations affect leadership effectiveness while 11.7% of the respondents agreed and 6.4% strongly agreed. However, 26.1% t of the respondents disagreed and 14.4% strongly disagreed respectively. Clearly, the data shows that the majority of the respondents somewhat agreed that continuous changes in service delivery innovations affect

leadership effectiveness at UMLM. A visual analysis of the graph demonstrates that more respondents somewhat agreed than agreed with the statement. Therefore, this might suggest that continuous changes in service delivery innovations affect leadership effectiveness maybe not significantly as it is not likely to pose a challenge that is adding to external environmental complexity. The results were further examined by analysing respondents' perceived views on whether continuous changes in service delivery innovations affect leadership effectiveness at the municipality. A cross-tabulation (Table 6.4) below was used to check respondents' views regarding the extent to which continuous changes in service delivery innovations affect leadership effectiveness based on respondents' educational qualifications.

Table 6.4: Continuous changes in service delivery innovations

Qualifications * Continuous changes in service delivery innovations Crosstabulation								
			Continuous changes in service delivery innovations					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	2	1	0	0	3
		% within Qualifications	0,0%	66,7%	33,3%	0,0%	0,0%	100,0%
		% within Continuous changes in service delivery innovations	0,0%	6,9%	2,2%	0,0%	0,0%	2,7%
	Primary	Count	0	0	1	0	1	2
		% within Qualifications	0,0%	0,0%	50,0%	0,0%	50,0%	100,0%
		% within Continuous changes in service delivery innovations	0,0%	0,0%	2,2%	0,0%	14,3%	1,8%
	Secondary	Count	2	1	8	2	2	15
		% within Qualifications	13,3%	6,7%	53,4%	13,3%	13,3%	100,0%

		% within Continuous changes in service delivery innovations	12,5%	3,4%	17,4%	15,4%	28,6%	13,5%
	Post-secondary	Count	4	4	4	6	0	18
		% within Qualifications	22,2%	22,2%	22,2%	33,4%	0,0%	100,0%
		% within Continuous changes in service delivery innovations	25,0%	13,8%	8,7%	46,2%	0,0%	16,2%
	Above first degree	Count	10	22	32	5	4	73
		% within Qualifications	13,7%	30,1%	43,8%	6,8%	5,6%	100,0%
		% within Continuous changes in service delivery innovations	62,5%	75,9%	69,6%	38,5%	57,1%	65,8%
	Total	Count	16	29	46	13	7	111
		% within Qualifications	14,4%	26,1%	41,4%	11,7%	6,3%	100,0%
		% within Continuous changes in service delivery innovations	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result: ($\chi^2= 26.869$, $df=16$, $p=0.043$)

Table 6.4 reveals that the majority of the respondents (66.7 %) with no formal education disagreed that continuous changes in service delivery innovations affect leadership effectiveness while 33.3% somewhat agreed. The results also show that 50% of the respondents with primary-level education

somewhat agreed while a similar 50% strongly agreed to the statement. This also shows some degree of polarity between respondents with primary-level education.

The results displayed in Table 6.4 also shows that a high proportion of respondent with secondary-level education (53.4%) somewhat agreed that continuous changes in service delivery innovations affect leadership effectiveness. 13.3% of the respondents agreed while a similar 13.3% also strongly agreed. On the other hand, 6.7% of the respondents while 13.3% of the respondents strongly with the statement. The results further illustrate that more respondents with secondary education somewhat agreed than explicitly agreed and disagreed that continuous changes in service delivery innovations affect leadership effectiveness.

As far as respondents with post-secondary education are concerned, the results reveal that 22.2% of the respondents somewhat agreed, and 33.4% agreed. While 22.2% of the respondents disagreed, a similar 22.2% of the respondents also strongly disagreed that continuous changes in service delivery innovations leadership effectiveness. This result shows that there are varied perceptions among respondents with post-secondary education regarding continuous changes in service delivery innovations affecting leadership effectiveness within the municipality as external environmental complexity. A different trend exists for the category of respondents with above degree qualification where the majority of the respondents 43.8% somewhat agreed, 6.8% agreed and 5.6% strongly agreed. Meanwhile, 30.1% of the respondents disagreed while 13.7% strongly disagreed with continuous changes in service delivery innovations. In general, the result revealed that a total of 20 (18.0%) of the respondents agreed that continuous changes in service delivery innovations affect leadership effectiveness at UMLM. On the other hand, a total of 45 (40.5%) respondents disagreed with the statement while 46 (41.4%) of the respondents somewhat agreed. This result shows a divergence of opinion between those who disagreed and those who somewhat agreed that continuous changes in service delivery innovations leadership effectiveness at UMLM. However, their views were significantly associated with their educational qualifications, as shown by the Chi-square test results ($\chi^2 = 26.869$, $df=16$, $p=0.043$). This Chi-square result showed that the responses of the respondents were influenced by their level of education qualification. Therefore, chance variation is ruled out.

6.3.4: Changes in the economic cycles of the country as they affect leadership effectiveness

During periods of economic downturns leadership of municipalities is most likely to suffer from budgetary cuts which effectively constrains their ability to achieve desired service delivery targets. A question was posed to respondents to indicate their views on whether changes in the economic cycles of the country significantly affect leadership effectiveness at UMLM. Figure 6.4 presents the findings on this aspect.

Figure 6.4: Changes in the economic cycles of the country

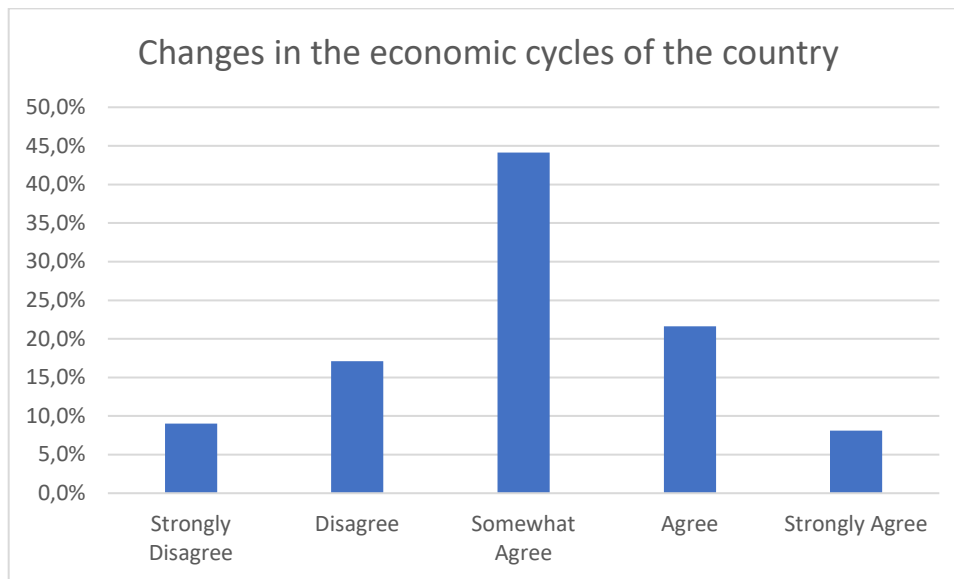


Figure 6.4 above shows that the majority of the respondents 44.1% somewhat agreed that changes in the economic cycles of the country affect leadership effectiveness while 21.6% agreed and 8.0% strongly agreed. However, 17.1% of the respondents disagreed and 9.2% strongly disagreed respectively. Clearly, the data shows that the majority of respondents somewhat agreed that changes in the economic cycles of the country affect leadership effectiveness. A visual analysis of the graph demonstrates that more respondents somewhat agreed than disagreed. Therefore, this might suggest that although changes in the economic cycles of the country affect leadership, however, it appears not significant and are not likely to be a formidable external environmental complexity.

The above results were further examined by analysing respondents' perceived views on whether changes in the economic cycles of the country affect leadership effectiveness in the municipality. A cross-tabulation (Table 6.5) below was used to check respondents' views based on the respondents' educational qualifications.

Table 6.5: Changes in the economic cycles of the country

Qualifications * Changes in the economic cycles of the country Crosstabulation								
			Changes in the economic cycles of the country					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	2	0	1	0	3
		% within Qualifications	0,0%	66,7%	0,0%	33,3%	0,0%	100,0%
		% within Changes in the economic cycles of the country	0,0%	10,5%	0,0%	4,2%	0,0%	2,7%
	Primary	Count	0	1	0	1	0	2
		% within Qualifications	0,0%	50,0%	0,0%	50,0%	0,0%	100,0%
		% within Changes in the economic cycles of the country	0,0%	5,3%	0,0%	4,2%	0,0%	1,8%
	Secondary	Count	1	3	6	3	2	15
		% within Qualifications	6,7%	20,0%	40,0%	20,0%	13,3%	100,0%
		% within Changes in the economic cycles of the country	10,0%	15,8%	12,2%	12,5%	22,2%	13,5%
	Post-secondary	Count	2	2	5	8	1	18
		% within Qualifications	11,1%	11,1%	27,8%	44,4%	5,6%	100,0%
		% within Changes in the economic cycles of the country	20,0%	10,5%	10,2%	33,3%	11,1%	16,2%

	Above first degree	Count	7	11	38	11	6	73
		% within Qualifications	9,6%	15,1%	52,1%	15,1%	8,2%	100,0%
		% within Changes in the economic cycles of the country	70,0%	57,9%	77,6%	45,8%	66,7%	65,8%
Total		Count	10	19	49	24	9	111
		% within Qualifications	9,0%	17,1%	44,1%	21,6%	8,1%	100,0%
		% within Changes in the economic cycles of the country	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result: ($\chi^2= 19.043$, $df=16$, $p=0.266$)

Table 6.5 reveals that the majority of the respondents (66.7 %) of the respondents with no formal education disagreed that changes in the economic cycles of the country affect leadership effectiveness while 33.3% agreed. The results also show that while 50% of the respondents with primary-level education agreed, the other 50% t disagreed with the statement. This also shows some degree of polarity between respondents with primary-level education.

The results in Table 6.5 also shows that a high proportion of respondent with secondary level education (40%) somewhat agreed that changes in the economic cycles of the country affect leadership effectiveness Also,20% of the respondents agreed and 13.3% strongly agreed. On the other hand, 20% of the respondents in this category disagreed while a minority of the respondents 6.7% strongly disagreed with the statement. The results further illustrate that more respondents with secondary education somewhat agreed than those who explicitly disagreed or agreed that changes in the economic cycles of the country affect leadership effectiveness.

As far as respondents with post-secondary education are concerned, the results reveal that 27.8% of the respondents somewhat agreed, 44.4% agreed and 5.6% strongly agreed. On the other hand, 11.1% of the respondents with post-secondary qualifications disagreed and a similar 11.1% strongly disagreed that to the statement that changes in the economic cycles of the country affect leadership

effectiveness. This result shows that there are varied perceptions among respondents with post-secondary education regarding the extent to which changes in the economic cycles of the country affect leadership effectiveness at the municipality as external environmental complexity.

A different trend exists for the category of respondents with above degree qualification where the majority of respondents 52.1% somewhat agreed, 15.1% agreed, and 8.2% strongly agreed. However, while 15.1% disagreed 9.6% strongly disagreed that changes in the economic cycles of the country affect leadership effectiveness. Overall, the result revealed that a total of 33 (29.7%) of the respondents agreed that continuous changes in service delivery innovations affect leadership effectiveness at UMLM. Similarly, a total of 29 (18%) respondents disagreed with the statement while 49 (44.1%) of the respondents somewhat agreed. This result shows the majority of the respondents somewhat agreed that changes in the economic cycles of the country affect leadership effectiveness at UMLM. These views were however, subjected to a Chi-square test and the result revealed that the respondents' views were not significantly associated with their educational qualifications, as shown by the Chi-square test results ($\chi^2= 19.043$, $df=16$, $p=0.266$). This Chi-square test indicates that the views were not influenced by the respondents' educational qualifications. As such, their views can be attributed to chance. These sentiments were also observed in the interviews, as shown in Table 6.6 which provides a summary of views related to changes in the economic cycles of the country as it affects leadership effectiveness posing challenges for the municipal leadership.

Table 6.6: Summary of respondent views on changes in the economic cycles of the country affecting leadership effectiveness

Sub-theme	Respondent Response	Source
Economic fluctuations	<i>".... The economy of this country has not been kind to the municipalities especially ours, since I took over the economy has been getting worse and worse and this affects municipal budgets and ability to deliver the right amount of service at the right quality, money accruing to</i>	IDGR 1

	<p><i>our municipality has been getting cut as revenue inflows dwindled due to poor economic performance and high unemployment"</i></p> <p><i>"....we have witnessed economic growth going down and COVID-19 made the situation, worse, many people lost their jobs and the indigent population in our municipality grew, many businesses closed and so are revenue base was eroded so we found ourselves not being able to complete projects and offer good services to the people, we ended up cutting spending which also compelled us to stop servicing other areas and this is creating problems for us with residents"</i></p> <p><i>"....in certain sections of the municipality, there are people who are demanding that they no longer want to receive from water bowsers but now require piped water into their resident homes"</i></p>	IDGR 5
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The above interview excerpts demonstrate that municipal leaders are affected by economic downturns as alluded to in the interview excerpts. Periods of poor economic performance lead to lower revenue inflows and budgetary cuts which results in the failure to complete projects and provide

the right quantity and quality of services. This causes residents dissatisfaction and hence puts the leadership in a bad light. Next is a discussion of the results of external environmental complexity arising from changes in the political composition of the council.

6.3.5: Changes in the political composition of the council

Municipality councils often undergo continuous changes in the composition of political parties all the time. These continuous changes are mainly caused by changing political dynamics by electoral outcomes. Thus, each time there is an election or legal process for the removal of councillors or whenever there are deaths and resignations, new political players with different political agendas and ideologies often get elected in the municipal councils. Thus, dealing with a wide variety of political players who compose the municipal council each time there is an election is not easy as it takes long periods to get political alignment. Respondents were asked to indicate their views on whether changes in the political composition of the council affect leadership effectiveness at the municipality. The results are shown in Figure 6.5 below:

Figure 6.5: Changes in the political composition of the council

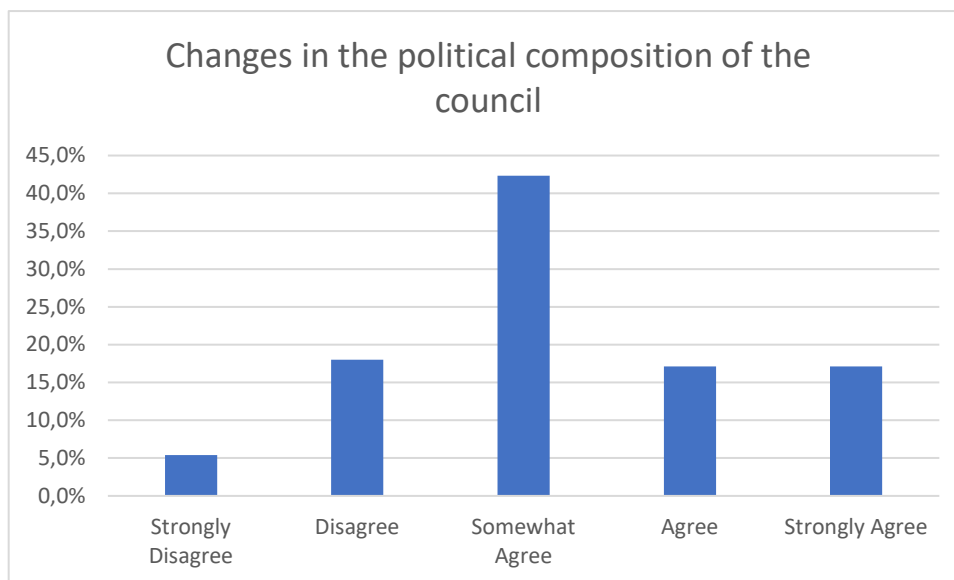


Figure 6.5 above shows that a majority of the respondents (40,3%) somewhat agreed that changes in the political composition of the council affect leadership effectiveness while 18,1% agreed and 18,1% strongly agreed. However, 18,1% of the respondents strongly disagreed, while 5,3% strongly disagreed. Clearly, the data shows that there is greater polarity (divergence) of views regarding whether changes in the political composition of the council affect leadership effectiveness. A visual

analysis of the graph demonstrates that greater divergence of views is in almost equal measure. Therefore, this might suggest that changes in the political composition of the council are not significantly affecting leadership effectiveness at the municipality and are not likely to be a formidable external environmental complexity.

The above results were further examined by analysing respondents' perceived views on whether changes in the political composition of the council affect leadership effectiveness at the municipality. A cross-tabulation (Table 6.7) below was used to check respondents' views regarding the extent to which changes in the political composition of the council affect leadership effectiveness based on respondents' educational qualifications.

Table 6.7: Changes in the political composition of the council

Qualifications * Changes in the political composition of the council Crosstabulation								
			Changes in the political composition of the council					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	1	0	1	1	0	3
		% within Qualifications	33,3%	0,0%	33,3%	33,3%	0,0%	100,0%
		% within Changes in the political composition of the council	16,7%	0,0%	2,1%	5,3%	0,0%	2,7%
	Primary	Count	0	0	1	1	0	2
		% within Qualifications	0,0%	0,0%	50,0%	50,0%	0,0%	100,0%
		% within Changes in the political composition of the council	0,0%	0,0%	2,1%	5,3%	0,0%	1,8%
	Secondary	Count	1	2	8	2	2	15
		% within Qualifications	6,7%	13,3%	53,3%	13,3%	13,3%	100,0%

		% within Changes in the political composition of the council	16,7%	10,0%	17,0%	10,5%	10,5%	13,5%
	Post-secondary	Count	0	3	6	5	4	18
		% within Qualifications	0,0%	16,7%	33,3%	27,8%	22,2%	100,0%
		% within Changes in the political composition of the council	0,0%	15,0%	12,8%	26,3%	21,1%	16,2%
	Above first degree	Count	4	15	31	10	13	73
		% within Qualifications	5,5%	20,5%	42,5%	13,7%	17,8%	100,0%
		% within Changes in the political composition of the council	66,7%	75,0%	66,0%	52,6%	68,4%	65,8%
	Total	Count	6	20	47	19	19	111
		% within Qualifications	5,4%	18,0%	42,3%	17,1%	17,1%	100,0%
		% within Changes in the political composition of the council	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result : ($\chi^2= 12.493$, $df=16$, $p=0.709$)

Table 6.7 reveals that there is a divergence in views among the respondents without formal educational qualifications that changes in the political composition of the council affect leadership effectiveness at the municipality. While s 33.3 % of the respondents in this category strongly disagreed with the statement, a similar percentage 33.3 somewhat agreed and the same percentage agreed to the statement. The results also show that 50% of the respondents with primary level

education somewhat agreed while the same 50% of respondents agreed to the statement. This also shows some degree of divergence in views among the respondents with primary-level education.

The results displayed in Table 6.7 above also show that a high proportion of the respondents with secondary level education (53.3%) somewhat agreed that changes in the political composition of the council affect leadership effectiveness at the municipality while 13.3% of the respondents agreed, and the same percentage 13.3 strongly agreed. On the other hand, 13.3% disagreed while a minority of the respondents in this category 6.7% strongly disagreed with the statement. The results further illustrate that more respondents with secondary education somewhat agreed than those who explicitly disagreed or agreed that community pressure affects leadership effectiveness.

The Table further showed that among the respondents with post-secondary education, 33.3%% of them somewhat agreed while 27.8%% agreed and 22.2% strongly agreed. On the contrary, 16.7% of the respondents disagreed that changes in the political composition of the council affect leadership effectiveness. This result shows that there are varied perceptions among respondents with post-secondary education regarding the extent to which changes in the political composition of the council affect leadership effectiveness at the municipality as external environmental complexity. For the category with above degree qualification, the majority of the respondents 42.5% somewhat agreed that changes in the political composition of the council affect leadership effectiveness at the municipality. 13.7% of the respondents agreed while 17.8% strongly agreed. Contrary to this, 20.5% of the respondents in this category disagreed and a minority of 5.5% of the respondents also strongly disagreed that changes in the political composition of the council affect leadership effectiveness. The overall result showed that a total of 36 (34.2%) of the respondents agreed that changes in the political composition of the council affect leadership effectiveness at UMLM. Likewise, a total of 26 (23.4%) respondents disagreed with the statement while 47 (42.3%) of the respondents somewhat agreed. The result indicates the majority of the respondents somewhat agreed that changes in the political composition of the council affect leadership effectiveness at UMLM. These views were further subject to a Chi-square test to affirm the association with the respondents' educational qualifications. The Chi-square result showed that the views were not significantly associated with educational qualifications, as shown by the Chi-square test results ($\chi^2= 12.493$, $df=16$, $p=0.709$). This means that the respondents' responses were not influenced by their level of educational qualification. Hence, the responses can be attributed to chance. These sentiments were also observed in the interviews, as

shown in Table 6.8 which provides a summary of views related to changes in the political composition of the council affecting leadership effectiveness posing challenges for the municipal leadership.

Table 6.8: Summary of respondent views on changes in the political composition of the council is affecting leadership effectiveness

Sub-theme	Respondent Response	Source
	<i>"if u are a manager in a municipality you will realise that u work with a council that is infested with people of different political persuasions such that for you to reach a decision you will have to navigate lots of political minefields and the situation gets worse when these political interest group gets changed either through an election or through recalls or other means, so you will experience getting used to many of them and getting to work with new political faces with different ethics and interests and in my view this is quite a job to do..."</i>	FGDGR 2

The above interview excerpt demonstrates that leaders in charge of municipalities find it difficult to work with a council composed of people with different political interests. The respondent further insinuated that the leadership finds it difficult to work with different political faces from divergent political faces who are frequently changed from time to time on account of elections, recalls and other reasons. In fact, the leaders are insinuating that it is difficult to adapt and work with people from different political parties with divergent interests.

Next is a discussion of the results pertaining to external environmental complexity arising from community pressure.

6.3.6: Community pressure

Sometimes, pressure from the communities can lead to both positive and negative outcomes as far as enhancing leadership effectiveness. Community pressure can sometimes lead to positive performance by leaders while in some cases it can have negative implications on leader effectiveness. Respondents were posed with a question requiring them to indicate their views on whether community pressure is an external environmental complexity affecting their effectiveness.

Figure 6.6: below shows the results pertaining to community pressure

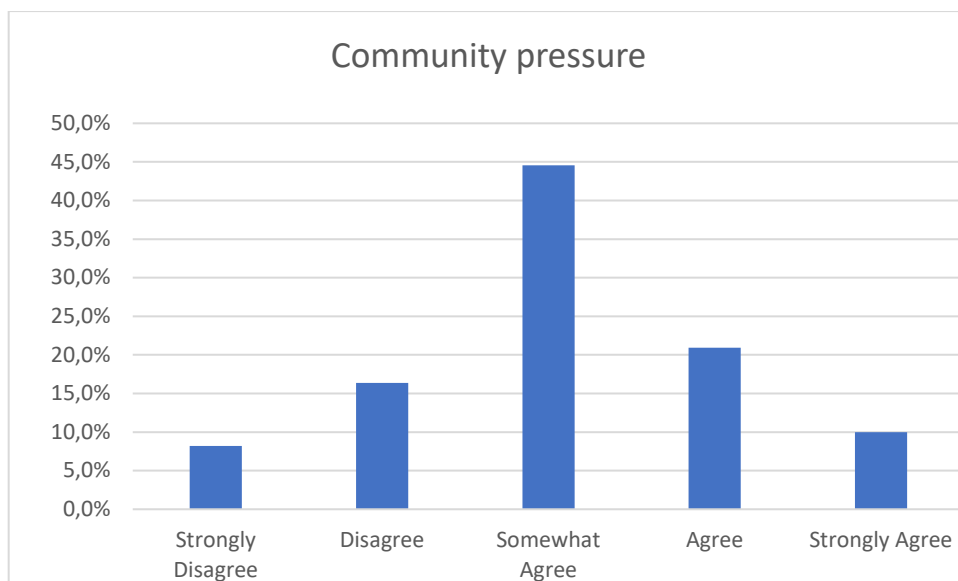


Figure 6.6 shows that the majority of the respondents 44.2% somewhat agreed that community pressure affects leadership effectiveness while 20.2% agreed and 9.6% strongly agreed. However, 17.1% of the respondents disagreed while 8.9% strongly disagreed. Clearly, the data shows that there is a greater divergence of views regarding whether community pressure affects leadership effectiveness. A visual analysis of the graph demonstrates that greater divergence of views in almost equal measures. Therefore, this might suggest that community pressure is not significantly affecting leadership effectiveness at the municipality and is not likely to be a formidable external environmental complexity.

The above results were further examined by analysing respondents' perceived views on whether community pressure affects leadership effectiveness at ULM. A cross-tabulation (Table 5.25) below

was used to check respondents' views regarding the extent to which community pressure affects leadership effectiveness based on respondents' educational qualifications.

Table 6.9: Community pressure

Qualifications * Community pressure Crosstabulation								
			Community pressure					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	1	1	0	0	2
		% within Qualifications	0,0%	50,0%	50,0%	0,0%	0,0%	100,0%
		% within Community pressure	0,0%	5,6%	2,0%	0,0%	0,0%	1,8%
	Primary	Count	0	1	0	0	1	2
		% within Qualifications	0,0%	50,0%	0,0%	0,0%	50,0%	100,0%
		% within Community pressure	0,0%	5,6%	0,0%	0,0%	9,1%	1,8%
	Secondary	Count	2	2	7	2	2	15
		% within Qualifications	13,3%	13,3%	46,7%	13,3%	13,3%	100,0%
		% within Community pressure	22,2%	11,1%	14,3%	8,7%	18,2%	13,6%
	Post-secondary	Count	1	1	8	7	1	18
		% within Qualifications	5,6%	5,6%	44,4%	38,9%	5,6%	100,0%
		% within Community pressure	11,1%	5,6%	16,3%	30,4%	9,1%	16,4%
	Above first degree	Count	6	13	33	14	7	73
		% within Qualifications	8,2%	17,8%	45,2%	19,2%	9,6%	100,0%

		% within Community pressure	66,7%	72,2%	67,3%	60,9%	63,6%	66,4%
Total	Count		9	18	49	23	11	110
	% within Qualifications		8,2%	16,4%	44,5%	20,9%	10,0%	100,0%
	% within Community pressure		100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result: ($\chi^2= 14.190$, $df=16$, $p=0.585$)

Table 6.9 reveals that while half (50%) of the respondents with no formal education somewhat agreed that community pressure affects leadership effectiveness, the other half (50%) disagreed. This indicates a divergent view of the respondents in this category. The results also show that while 50% of the respondents with primary-level education strongly agreed, the other 50% disagreed with the statement. This also shows some degree of polarity between respondents with primary-level education.

Table 6.9 further shows that a high proportion of the respondents with secondary level education (46.7%) somewhat agreed that community pressure affects leadership effectiveness while 13.3% agreed, and another 13.3% strongly agreed. On the contrary, a similar 13.3% of the respondents in this category disagreed while another 13.3% of the respondents strongly disagreed with the statement. The results further illustrate that more respondents with secondary education somewhat agreed than those who explicitly disagreed or agreed that community pressure affects leadership effectiveness. Furthermore, the result of the respondents with post-secondary education reveals that 44.4% of the respondents somewhat agreed, 38.9% of the respondents agreed and 5.6% strongly agreed. On the other hand, a minority of, 5.6% of the respondents in this category disagreed while another 5.6% strongly disagreed that community pressure affects leadership effectiveness. This result shows that there are varied perceptions among respondents with post-secondary education regarding the extent to which community pressure affects leadership effectiveness at the municipality as external environmental complexity. Of the respondents with an above degree qualification, the majority of the respondents 45.2% somewhat agreed that community pressure affects leadership effectiveness, 19.2% of the respondents agreed while a minority of 9.6% strongly agreed. In contrast, while 17.8% disagreed, 8.2% of the respondents strongly disagreed that community pressure affects leadership

effectiveness. Overall, the result showed that a total of 34 (30.9%) of the respondents agreed that community pressure affects leadership effectiveness at UMLM. Also, a total of 27 (24.6%) respondents disagreed with the statement while 49 (44.5%) of the respondents somewhat agreed. The result indicates that the majority of the respondents somewhat agreed that community pressure affects leadership effectiveness at UMLM. These views were not significantly associated with the educational qualifications, of the respondents as shown by the Chi-square test results ($\chi^2= 14.190$, $df=16$, $p=0.585$). A chi-square test was conducted to statistically affirm these views. From the result, it can be confirmed that the views of the respondents were not influenced by the level of their educational qualification. In essence, the responses are attributed to chance variation. These sentiments were also observed in the interviews, as shown in Table 6.10 which provides a summary of the views related to whether community pressure affecting leadership effectiveness and posing challenges for the municipal leadership. Some of these sentiments from these results were captured in the following interview excerpts:

These sentiments were also observed in the interviews, as shown in Table 6.10 which provides a summary of views related to whether community pressure is affecting leadership effectiveness and posing challenges for the municipal leadership and posing challenges for the municipal leadership.

Table 6.10: Summary of respondent views on whether community pressure affects leadership effectiveness.

Sub-theme	Respondent Response	Source
Community activism	<i>".... quite a number of people in our municipality are very active in terms of participating in municipal affairs and so they always mobilise other [people to demonstrate against the council on any matter and sometimes organisers of these demonstrations do not give dialogue a chance hence our suspicion that they are political</i>	IDGR 3

	<p><i>activists bent on destabilising council... ”</i></p> <p><i>" ...communities have negative perceptions about the municipality that's why we always experience several service delivery protests about several issues such as demand for housing, electricity and water, but I don't blame them because they deserve these things and it also makes us as municipality to work harder for the people"</i></p>	IDGR 4
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Leadership effectiveness:

The above interview excerpt demonstrates that some community members under UMLM actively participate in putting pressure on municipal leaders to perform and provide better services to the people. The community members are also mobilised to participate in demonstrations and service delivery protests which sometimes destabilises municipal businesses but also which propels municipal leaders to work harder for their communities.

The discussion of the findings on the external environmental factors affecting leadership effectiveness at UMLM is presented in the sections below.

6.4 Discussion of findings on the external environmental factors affecting leadership effectiveness at UMLM.

6.4.1 Fast-paced Technological Changes Affect Leadership Effectiveness

Though respondent views were not significantly associated with their educational qualifications, a larger proportion of respondents across the various educational categories somewhat agreed that fast-paced technological changes affect leadership effectiveness in the municipality. Complexity arises when an organisation does not have the requisite financial and human resources or capacity to adapt

to fast-paced technological advancements against mounting pressure from stakeholders to become efficient through the use of new technologies for delivering services. The emergence of fast-paced technological changes poses a challenge to leadership effectiveness because it makes the external environment complex as it makes it difficult for the leadership to keep pace and adapt. This significantly affects leadership effectiveness at the municipality to the extent that the leadership needs to implement strategies that improve their adaptiveness to changing technological advancements within the macro-environment. These findings agree with scholars such as Hueske et al. (2015) and Gilpin (2018) who state that the phenomena of rapid technological changes have unfortunately been seen as a threat by public sector leaders hence the low-level rate of responsiveness towards adopting new technological ways of doing business and providing services to the people.

In the same vein, the result of this study also corroborates Riege and Lindsay (2006) who point out that suppliers, auditors, civic society organisations, donors and even residents have brought enormous pressure on public sector leaders to embrace new technologies as a measure to improve efficiency and effectiveness of the municipalities. Similarly, Cherubim's (2021) study agrees with the current study pointing out that the complexity arises from the fact that demands for efficiency, and higher responsiveness to customers/clients' demands for better quality services have put unanticipated pressure on leaders to embrace new technologies which has unintendedly produced a strain on managers and other individuals, potentially affecting morale, productivity, and output. Boulton et al. (2015) in consonance with this current study identified fast-paced technologies as an external environmental complexity by stating that the downside has been the fact that the technologies keep on changing and require frequent adaptation which can become costly and strenuous sometimes for leaders to cope. Hence, leadership at UMLM must develop a strategy to balance this complexity to the advantage of the municipality.

6.4.2: Constant changes in residents' tastes and preference

The data shows that the majority of respondents somewhat agreed that constant changes in residents' tastes and preferences affect leadership effectiveness. Therefore, this might suggest that constant changes in residents' tastes and preferences affect leadership effectiveness significantly and might likely not pose a challenge that is adding to external environmental complexity. Municipal leaders need to ensure that they deliver services to their residents that satisfy their tastes and preferences. Complexity arises for the leadership of municipalities if they find themselves entangled in a situation whereby residents' tastes and preferences are changing. Pressure from residents sometimes is

unbearable given that some of them come up with unrealistic demands which cannot all be fulfilled at once because of a lack of adequate funds and staff. The municipality leadership is facing pressure from residents demanding the phasing out of standpipes for replacement with piped water inside their homes.

The complexity arises from the failure by residents of the cost implications of this demand and such demands are also at the behest of some politicians seeking to curry favour with residents, yet this puts enormous pressure on the municipal leadership to manage unrealistic community expectations. This implies that leaders will have to constantly review, reformulate and implement their operational plans and modus operandi to satisfy ever-emerging new residents' tastes and preferences. This finding is in perfect agreement with assertions by Chapple (2000) who observes that complexity in the socio-demographic environment arises from the fact that the world is continuously witnessing a demographic structure that is in a constant trend of changing from one form to another and putting forward newer and newer service delivery demands of one form or another. The finding is also consistent with Lieske et al. (2014) who also state that the constantly changing demographic structural changes and residents' tastes and preference exerts enormous pressure on the leadership to adjust quickly to the new demands emanating from the socio-demographic environment and for municipalities new socio-demographic changes requires new approaches to governance, communication and community liaison strategies. In essence, municipality leaders and in this case, UMLM leadership must find a way to manage these unavoidable changes and factor them into the municipality's Integrated Development Plan (IDP).

6.4.3: Continuous changes in service delivery innovations

The study results revealed that more respondents somewhat agreed that continuous changes in service delivery innovations are an external environmental complexity affecting leadership effectiveness at UMLM. Leaders faced with an external environment characterised by continuous changes in service delivery innovations experience enormous pressure to keep pace with the new innovative demands. In some cases, the organisations they lead won't have enough financial and human resources to be able to effect service delivery innovations and this poses external environmental complexities. Thus, the leadership at UMLM has an enormous job to do in terms of formulating strategies to effectively deal with the complexities associated with external environmental complexities in the form of continuous changes in service delivery innovations. Restructuring organisational systems and

processes to make the organisation adaptive and agile enough to embrace continuous changes in service delivery innovations for service delivery improvements.

6.4.4 Changes in the economic cycles of the country affect leadership effectiveness

Changes in the economic cycles of the country can significantly affect leadership effectiveness. While positive changes in the economic cycle of the country can present opportunities for the leadership of municipalities, the same cannot be said of downturns in the economic cycles. An interesting trend in the study results showed that a larger proportion of respondents across the various educational categories somewhat agreed that changes in the economic cycles of the country affect leadership effectiveness. Therefore, this result was indicative of the fact that changes in the economic cycles of the country somewhat affects leadership effectiveness at the municipality and therefore it is an external environmental complexity that the leadership is grappling with. This finding is consistent with views expressed by Han et al. (2001) who state that the influence of economic factors on organisations is high and formidable. Also, the finding agrees with Han et al. (2001) also give examples of economic factors in the external environment that give rise to environmental complexities as continuous changes in consumer spending patterns, periodic variations in the income levels of the population, periodic variations in household purchasing power and subsequent variations in aggregate demand and supply. Thus, changes in the economic cycles affect leadership effectiveness and as such must be taken into consideration as an external complexity.

6.4.5: Changes in the political composition of the council

However, there was a divergence of views on whether changes in the political composition of the council affect leadership effectiveness. An interesting trend emerged within the data whereby a larger proportion of respondents across the various educational categories somewhat agreed that changes in the political composition of the council affect leadership effectiveness. Changes in the political composition of the council can pose serious challenges to municipal leaders. Too many political parties having different party interests can bring about a complex relationship between municipal leadership and political party representatives. Balancing the different party interests in the council is not usually easy for the municipal leaders due to the divergence of views, interests and opinions. Leaders at UMLM have had to contend with working with a council that is populated with people of different political persuasions which has not been easy in terms of navigating lots of political minefields. The situation often gets worse when these political interest group gets changed either

through an election or through recalls or other means, so leaders will experience the challenge of getting used to many of them and getting to work with new political faces with different ethics and interests. This finding has similarities with assertions from May et al. (2016) who asserted that the interaction of different people with different agendas and expectations tensions and competing interests poses one of the most daunting complex phenomena affecting leadership effectiveness in organisations. Also, the finding of the current study is in line with Cherubim's (2021) submission that complexity in the political environment arises from the conflicting interests of various pressure groups, interest groups political parties differing ideologies, opinions, manoeuvres from civil society organisations, resident associations all requiring the attention of the leadership in the local government space. May et al. (2016) further state that the external environment of public sector institutions is often complex given that there are several stakeholders entangled in some form of rivalry to gain influence in how they are run. More often, the external environment of public sector institutions is made up of an entanglement (mixture) of stakeholders with multi-faceted interests such as communities, politicians, civil society organisations and bureaucrats regarding how things should be run. This is also in accord with Hueske et al. (2015) who also state that the existence and entanglement of several external agents in the broader external environment is plausible and compatible with the situation prevailing in municipalities, whereby there are so many actors having vested interest in the manner in which municipalities are run and some of the forces are so powerful and have got legitimate power. Hence, as much as this phenomenon is inherent in organisations that include municipalities, it must be well-identified and managed by a system of operation where no party is disadvantaged or over-favoured.

6.4.6: Community pressure

Although the findings of the study revealed that the views regarding whether community pressure affects leadership effectiveness were divided, however, the results showed that the divergence of the views was almost in equal measure. Despite the divergence, the results across the various educational categories were skewed towards the majority somewhat agreeing that community pressure affects leadership effectiveness at the municipality. Thus, community pressure can be regarded as an external environmental complexity affecting leadership effectiveness at UMLM Sometimes pressure from the communities can lead to both positive and negative outcomes in as far as enhancing leadership effectiveness. Community pressure can sometimes lead to positive performance by leaders while in some cases it can have negative implications on leader effectiveness. The external environmental

complexity facing the leadership at UMLM arose from the fact that quite a number of people under UMLM are very active in terms of participating in municipal affairs and so they always mobilise other people to demonstrate against the council on any matter and sometimes organisers of these demonstrations do not give dialogue a chance hence the suspicion that they are political activists bent on destabilising council. Some communities under UMLM have negative perceptions about the municipality that's why the municipality leaders always experience several service delivery protests pertaining to several issues such as demand for housing, electricity and water. This finding is in line with the line of argument put forward by May et al. (2016) that the external environment of public sector institutions is often complex given that there are several stakeholders especially community members entangled in some form of rivalry to gain influence in the manner in which are run. Similarly, Hueske et al. (2015) assert that more often the external environment of public sector institutions is made up of an entanglement (mixture) of stakeholders with multi-faceted interests such as communities, politicians, civil society organisations and bureaucrats regarding how things should be run.

6.5 Conclusion

This chapter aimed to present and interpret the study results on the external environmental complexities facing UMLM. This study has shown that the municipality is facing several external complexities affecting leaders' effectiveness. The results of this study indicate that the most notable and severe internal complexities affecting leaders' effectiveness include constant changes in residents' tastes and preferences, changes in the economic cycles of the country affecting leadership effectiveness, and changes in the political composition of the council community pressure affecting leadership effectiveness. However external environmental factors such as the emergence of fast-paced technological changes, and continuous changes in service delivery innovations did not load strongly as a complexity affecting the municipality. This finding will therefore be of interest to academics in the field of public governance and general management to develop a model for dealing with these identified external environmental complexities. Unfortunately, the study did not include the views of other staff from other local municipalities hence making the findings less generalizable. Despite its limitations, the study certainly adds to our understanding of the existence of external environmental complexities within municipalities that affect leadership effectiveness

CHAPTER 7

EFFECTIVE LEADERSHIP STYLES

7.1 Introduction

The previous chapter presented, analysed and discussed results about external environmental complexities affecting leadership effectiveness at UMLM. In this chapter, the focus is on fulfilling the third and final objective of this study which seeks to determine effective leadership styles that the leadership could adopt during periods of uncertainty. This question was particularly important as it helped to get useful insights into the complex adaptive leadership approach at UMLM. Several themes were generated from the analysed data about the effectiveness of the following leadership styles:

- Enabling leadership
- Administrative leadership
- Adaptive leadership
- Complex adaptive leadership styles
- Democratic leadership style
- Transformational leadership style

The sections below show the presentation and interpretation of the results about enabling leadership style.

7.2 Leadership styles

7.2.1 Enabling leadership style

Enabling leadership style is among the styles of leadership being exuded in modern times as alluded to in Chapter 3. Enabling leadership involves the provision of an enabling environment for subordinates to perform their work autonomously. It is also characterised by the provision of all necessary support to subordinates. Respondents were asked to indicate their views about the effectiveness of enabling leadership. Figure 24 presents the results on the effectiveness of enabling leadership in running municipalities.

Figure 7.1: Enabling leadership style

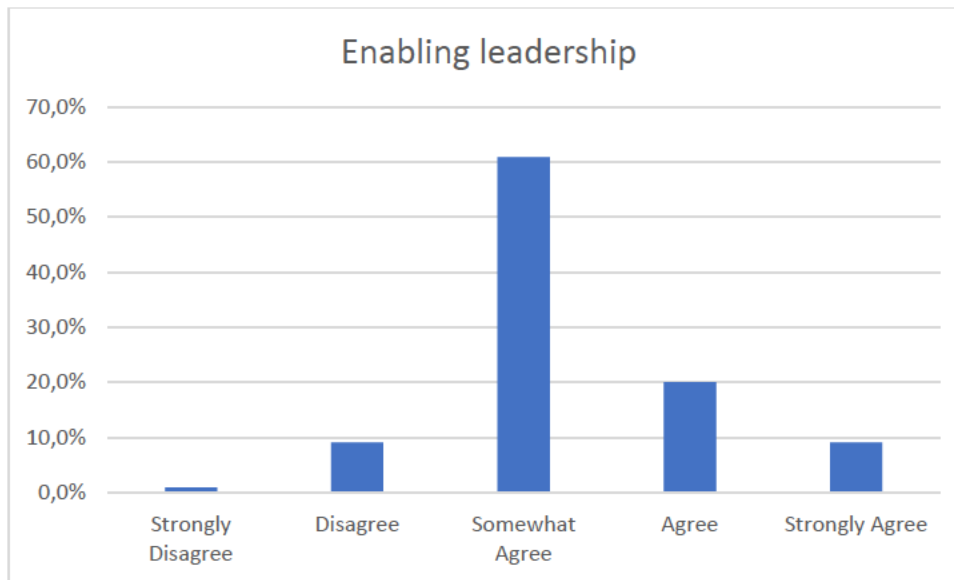


Figure 7.1 above shows that a majority of the respondents (60.9%) somewhat agreed that enabling leadership is an effective leadership style under conditions of uncertainty while 20% of the respondents agreed and 9.1% strongly agreed. However, 9.1% of respondents disagreed while a minority of the respondents 0.9% strongly disagreed. Clearly, the data shows that there is a greater convergence of views showing that more respondents somewhat agreed that enabling leadership is an effective leadership style under conditions of uncertainty. A visual analysis of the graph demonstrates that the results are skewed in favour of those who somewhat agreed and agreed than those who disagreed with the statement. Therefore, this might suggest that enabling leadership style is effective but may not be sufficient during periods of uncertainty.

The above results were further examined by analysing respondents' perceived views about the effectiveness of enabling leadership during periods of uncertainty. A cross-tabulation (Table 7.1) below was used to check respondents' views regarding the effectiveness of enabling leadership during periods of uncertainty based on the educational qualification of the respondents.

Table 7.1: Effectiveness of Enabling Leadership

Qualifications * Enabling leadership Crosstabulation								
			Enabling leadership					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
		Count	0	0	2	0	1	3

Qualifications	No formal education	% within Qualifications	0,0%	0,0%	66,7%	0,0%	33,3%	100,0%
		% within Enabling leadership	0,0%	0,0%	3,0%	0,0%	10,0%	2,7%
	Primary	Count	0	1	0	1	0	2
		% within Qualifications	0,0%	50,0%	0,0%	50,0%	0,0%	100,0%
		% within Enabling leadership	0,0%	10,0%	0,0%	4,5%	0,0%	1,8%
	Secondary	Count	0	2	10	3	0	15
		% within Qualifications	0,0%	13,3%	66,7%	20,0%	0,0%	100,0%
		% within Enabling leadership	0,0%	20,0%	14,9%	13,6%	0,0%	13,6%
	Post-secondary	Count	0	0	7	10	1	18
		% within Qualifications	0,0%	0,0%	38,9%	55,6%	5,6%	100,0%
		% within Enabling leadership	0,0%	0,0%	10,4%	45,5%	10,0%	16,4%
	Above first degree	Count	1	7	48	8	8	72
		% within Qualifications	1,4%	9,7%	66,7%	11,1%	11,1%	100,0%
		% within Enabling leadership	100,0%	70,0%	71,6%	36,4%	80,0%	65,5%
Total		Count	1	10	67	22	10	110
		% within Qualifications	0,9%	9,1%	60,9%	20,0%	9,1%	100,0%
		% within Enabling leadership	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result: ($\chi^2= 29.366$, $df=16$, $p=0.022$)

Table 7.1 reveals that the majority of the respondents (66.7%) of the respondents with no formal education somewhat agreed that enabling leadership is an effective leadership style under conditions of uncertainty while 33.3% strongly agreed. The results also show that 50% of the respondents with primary-level education agreed while another 50% disagreed with the statement. This also shows some degree of polarity between respondents with primary-level education.

The results displayed in Table 7.1 also show that a high proportion of respondents with secondary-level education (66.7%) somewhat agreed 20% agreed, while 13.3% disagreed with the statement. The results further illustrate that more respondents with secondary education somewhat agreed than those who explicitly disagreed and agreed that enabling leadership is an effective leadership style under conditions of uncertainty. For respondents with post-secondary education the results reveal that while 38.9% of the respondents somewhat agreed, the majority of the respondents in this category 55.6% t agreed enabling leadership is an effective leadership style under conditions of uncertainty and 5.6% strongly agreed with the statement. None of the respondents in this category disagreed that enabling leadership is the most effective leadership style under conditions of uncertainty. This result shows that there are no variations of perceptions among respondents with post-secondary education regarding the statement. With respondents with an above degree qualification, the majority 66.7% somewhat agreed that enabling leadership is an effective leadership style under conditions of uncertainty 11.1% of the respondents agreed while another 11.1% strongly agreed on the contrary, 9.7% of the respondents disagreed and 1.4% also strongly disagreed that enabling leadership is an effective leadership style under conditions of uncertainty. The overall result showed that a total of 32 (29.1%) of the respondents agreed that enabling leadership is an effective leadership style under conditions of uncertainty at UMLM. Similarly, a total of 11 (10%) respondents disagreed with the statement while 67 (60.9%) of the respondents somewhat agreed. The result indicates that more than half of the respondents somewhat agreed that enabling leadership is an effective leadership style under conditions of uncertainty at UMLM.

Although, a visual analysis of the table seems to suggest that the views of respondents vary based on their qualifications, hence, a Chi-square test was conducted. The result showed: ($\chi^2= 29.366$, $df=16$, $p=0.022$). This result indicates a statistically significant association between the views and the qualifications of the respondents. In essence, the respondents' views were influenced by their educational qualifications. Thus, the views expressed cannot be attributed to chance.

7.2.2: Administrative leadership style

Administrative leadership style is among some of the leadership styles that are adopted in various organisations including municipalities. Respondents were asked to indicate the effectiveness of the administrative leadership style and the results are shown in Figure 7.2 below:

Figure 7.2: Administrative leadership

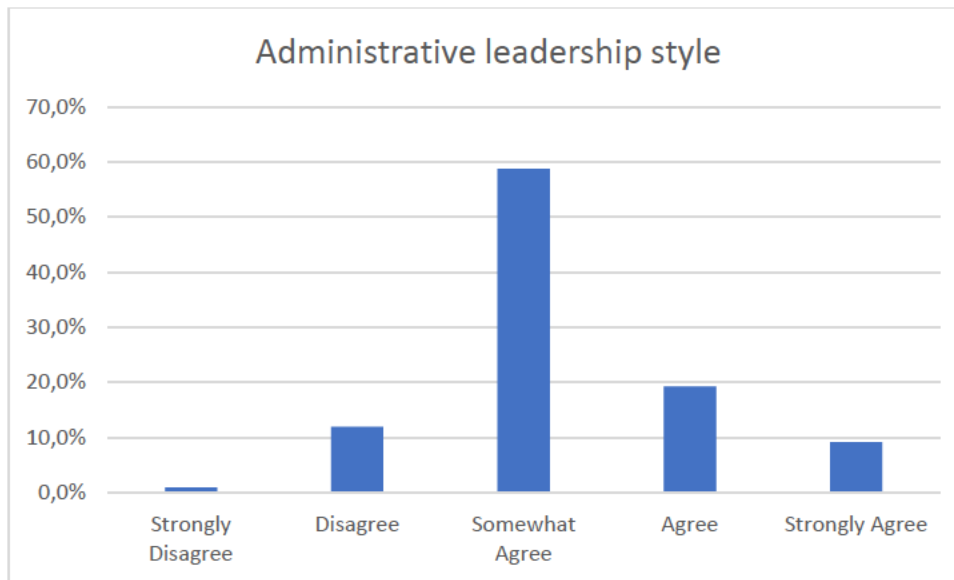


Figure 7.2 above shows that the majority of the respondents 58% somewhat agreed that administrative leadership is an effective leadership style under conditions of uncertainty while 19% agreed and 9% strongly agreed. However, 12% of the respondents disagreed, 2% strongly disagreed. Clearly, the data shows that there is a greater convergence of views towards those who somewhat agree that administrative leadership is an effective leadership style under conditions of uncertainty. A visual analysis of the graph demonstrates that the results are skewed in favour of those that somewhat agreed and agreed than those that disagreed. With the statement. The result can be interpreted to mean that the majority of respondents are of the view that the administrative leadership style is effective but may not be perfectly sufficient during periods of uncertainty. The above results were further examined by analysing respondents' perceived views about the effectiveness of administrative leadership during periods of uncertainty. A cross-tabulation (Table 7.2) below was used to check respondents' views regarding the effectiveness of administrative leadership during periods of uncertainty based on the respondents' educational qualifications.

Table 7.2: Administrative leadership

Qualifications * Administrative leadership style Crosstabulation								
			Administrative leadership style					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications		Count	0	1	2	0	0	3

	No formal education	% within Qualifications	0,0%	33,3%	66,7%	0,0%	0,0%	100,0%
		% within Administrative leadership style	0,0%	7,7%	3,1%	0,0%	0,0%	2,8%
	Primary	Count	0	0	2	0	0	2
		% within Qualifications	0,0%	0,0%	100,0%	0,0%	0,0%	100,0%
		% within Administrative leadership style	0,0%	0,0%	3,1%	0,0%	0,0%	1,8%
	Secondary	Count	0	0	8	5	2	15
		% within Qualifications	0,0%	0,0%	53,3%	33,3%	13,3%	100,0%
		% within Administrative leadership style	0,0%	0,0%	12,5%	23,8%	20,0%	13,8%
	Post-secondary	Count	0	3	8	6	1	18
		% within Qualifications	0,0%	16,7%	44,4%	33,3%	5,6%	100,0%
		% within Administrative leadership style	0,0%	23,1%	12,5%	28,6%	10,0%	16,5%
	Above first degree	Count	1	9	44	10	7	71
		% within Qualifications	1,4%	12,7%	62,0%	14,1%	9,9%	100,0%
		% within Administrative leadership style	100,0%	69,2%	68,8%	47,6%	70,0%	65,1%
Total	Count		1	13	64	21	10	109
	% within Qualifications		0,9%	11,9%	58,7%	19,3%	9,2%	100,0%
	% within Administrative leadership style		100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result : ($\chi^2 = 11.904$, $df=16$, $p=0.751$)

Table 7.2 reveals that while the majority of respondents (66.7%) with no formal education somewhat agreed that administrative leadership is an effective leadership style under conditions of uncertainty, the remaining 33.3% of the respondents disagreed. The results also show that 100% of the respondents

with primary-level education somewhat agreed with the statement. This also shows the absence of divergent views in this category.

Table 7.2 further shows that a high proportion of the respondents with secondary level education (53.3%) somewhat agreed that administrative leadership is an effective leadership style under conditions of uncertainty while 33.3% of the respondents agreed, and 13.3% strongly agreed with the statement. The results further illustrate that more respondents with secondary education somewhat agreed than explicitly disagreed or agreed that administration leadership is an effective leadership style under conditions of uncertainty.

As respondents with post-secondary education are concerned, the results reveal that 44.4% of the respondents somewhat agreed, 33.3% agreed and 5.6% strongly agreed with the statement. On the other hand, 16.7% disagreed that administrative leadership is an effective leadership style under conditions of uncertainty. This result shows that there are significant variations of perceptions among respondents with post-secondary education. However, a majority somewhat agreed and agreed that administrative leadership is an effective leadership style under conditions of uncertainty while a small but significant minority disagreed. For the category of respondents with above degree qualification where majority of respondents 62% somewhat agreed, 14.1% agreed and 9.9% strongly agreed. On the contrary, while 12.7% disagreed a minority of 1.4% respondents strongly disagreed that administrative leadership is an effective leadership style under conditions of uncertainty. The overall result showed that a total of 31 (27.5%) of the respondents agreed that administrative leadership is an effective leadership style under conditions of uncertainty at UMLM. Also, a total of 14 (12.8%) respondents disagreed with the statement while 64 (58.7%) of the respondents somewhat agreed. The result indicates that more than half of the respondents somewhat agreed that administrative leadership is an effective leadership style under conditions of uncertainty at UMLM. Although, a visual analysis of the table seems to suggest that the views of respondents vary based on their qualifications, however, a Chi-square test conducted revealed: ($\chi^2=11.904$, $df=16$, $p=0.751$). This result shows that there is no statistically significant association between the above views and the qualifications that the respondents have. Hence, the respondents' views were not influenced by their level of educational qualification. Thus, chance variation cannot be ruled out.

7.2.3: Adaptive leadership style

Adaptive leadership style is among some of the leadership styles that are adopted in various organisations including municipalities. Respondents were asked to indicate the effectiveness of the adaptive leadership style and the results are shown in Figure 7.3 below:

Figure 7.3: Adaptive leadership style

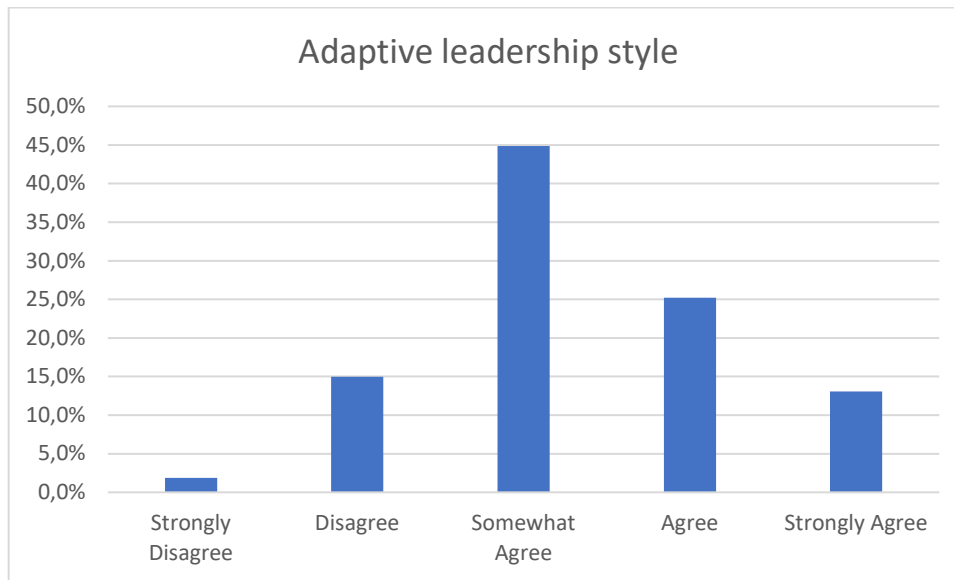


Figure 7.3 above shows that a majority of the respondents (44.4%) somewhat agreed that administrative leadership is an effective leadership style under conditions of uncertainty while 25.2% agreed and 13.1% strongly agreed. However, 15% of the respondents disagreed a minority of 1.9% of the respondents strongly disagreed. Clearly, the data shows that there is a greater convergence of views towards those who somewhat agreed and agreed that adaptive leadership is an effective leadership style under conditions of uncertainty. A visual analysis of the graph demonstrates that the results are skewed in favour of those who somewhat agreed and agreed than those who agreed to the statement. The result can be interpreted to mean that a majority of respondents are of the view that the adaptive leadership style is effective and sufficient during periods of uncertainty. The above results were further examined by analysing respondents' perceived views about the effectiveness of adaptive leadership during periods of uncertainty. A cross-tabulation (Table 7.3) below was used to check respondents' views regarding the effectiveness of adaptive leadership during periods of uncertainty based on the respondents' educational qualifications.

Table 7.3: Adaptive leadership style

Qualifications * Adaptive leadership style Crosstabulation								
			Adaptive leadership style					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	1	1	0	1	3
		% within Qualifications	0,0%	33,3%	33,3%	0,0%	33,3%	100,0%
		% within Adaptive leadership style	0,0%	6,3%	2,1%	0,0%	7,1%	2,8%
	Primary	Count	0	1	0	0	0	1
		% within Qualifications	0,0%	100,0%	0,0%	0,0%	0,0%	100,0%
		% within Adaptive leadership style	0,0%	6,3%	0,0%	0,0%	0,0%	0,9%
	Secondary	Count	0	0	10	2	3	15
		% within Qualifications	0,0%	0,0%	66,7%	13,3%	20,0%	100,0%
		% within Adaptive leadership style	0,0%	0,0%	20,8%	7,4%	21,4%	14,0%
	Post-secondary	Count	0	1	5	8	4	18
		% within Qualifications	0,0%	5,6%	27,8%	44,4%	22,2%	100,0%
		% within Adaptive leadership style	0,0%	6,3%	10,4%	29,6%	28,6%	16,8%
	Above first degree	Count	2	13	32	17	6	70
		% within Qualifications	2,9%	18,6%	45,7%	24,3%	8,6%	100,0%
		% within Adaptive leadership style	100,0%	81,3%	66,7%	63,0%	42,9%	65,4%
Total		Count	2	16	48	27	14	107
		% within Qualifications	1,9%	15,0%	44,9%	25,2%	13,1%	100,0%

	% within Adaptive leadership style	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
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Chi-Square Tests Result :($\chi^2= 22.167$, $df=16$, $p=0.138$)

Table 7.3 reveals that 33.3% of the respondents with no formal education somewhat agreed that adaptive leadership is an effective leadership style under conditions of uncertainty. Also, 33.3% of the respondents strongly agreed and another 33.3% disagreed. The results also show that 100% of the respondents with primary-level education disagreed. This shows that views are homogeneous among respondents with primary-level education who all disagreed. The results displayed in Table 7.3 above also show that a high proportion of respondents with secondary level education (66.7%) somewhat agreed that adaptive leadership is an effective leadership style under conditions of uncertainty while 13.3% of the respondents agreed and 20% strongly agreed to the statement. The results further illustrate that the respondents with secondary education only somewhat agreed and agreed that adaptive leadership is the most effective leadership style under conditions of uncertainty. For respondents with post-secondary education, the results reveal that while 27.8% somewhat agreed, 44.4% of the respondents agreed, and 22.2% strongly agreed that adaptive leadership is an effective leadership style under conditions of uncertainty. In contrast, a minority of 5.6% of the respondents disagreed with the statement. This result shows that there are significant variations of perceptions among respondents with post-secondary education whereby a majority agreed that adaptive leadership is an effective leadership style under conditions of uncertainty while a small but significant minority somewhat agreed and disagreed. A different trend exists for the category of respondents with above degree qualification where the majority of the respondents 45.7% somewhat agreed, 24.3% agreed and 8.6% strongly agreed the other hand, 18.6% of the respondents disagreed and 2.9% also strongly disagreed that adaptive leadership is an effective leadership style under conditions of uncertainty. In general, the result showed that a total of 41 (38.3%) of the respondents agreed that adaptive leadership is an effective leadership style under conditions of uncertainty at UMLM. Similarly, a total of 18 (16.9%) respondents disagreed with the statement while 48 (44.9%) of the respondents somewhat agreed. The result shows that the majority of the respondents somewhat agreed that adaptive leadership is an effective leadership style under conditions of uncertainty at UMLM. However, a visual analysis of the table seems to suggest that the views of respondents vary based on their qualifications. Hence, a Chi-square test result: ($\chi^2= 22.167$, $df=16$, $p=0.138$) shows that there is no statistically significant association between the above views and the qualifications of the

respondents. In essence, the respondents' views were not influenced by their level of educational qualification. Hence, chance variation cannot be ruled out.

7.2.4: Complex Adaptive Leadership Style

The focus of this study was to ascertain the effectiveness of the complex adaptive style of leadership. Respondents were asked to indicate their views of the effectiveness of the complex adaptive leadership style. Figure 7.4 shows the results:

Figure 7.4: Complex Adaptive Leadership Style

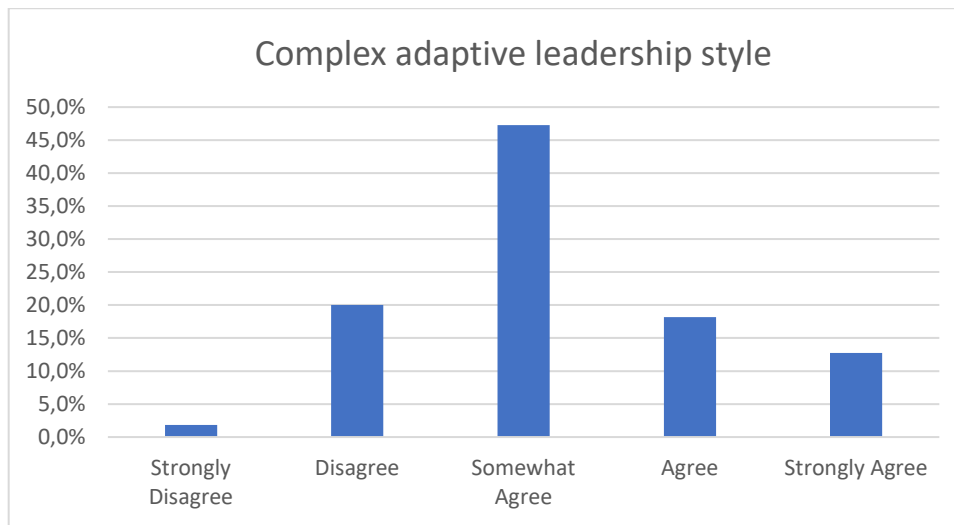


Figure 7.4 above shows that the majority of the respondents (47.3%) somewhat agreed that a complex adaptive style of leadership is an effective leadership style under conditions of uncertainty. While 18.2% agreed and 12.7% strongly agreed. However, 20% of the respondents disagreed and 1.8% also strongly disagreed. Clearly, the data shows that there is a greater convergence of views among those who somewhat agree and agree that complex adaptive leadership is an effective leadership style under conditions of uncertainty. A visual analysis of the graph demonstrates that the results are skewed in favour of those who somewhat agreed and agreed than those who disagreed with the statement. The result can be interpreted to mean that a majority of respondents are of the view that the adaptive leadership style is effective during periods of uncertainty. The results were further examined by analysing respondents' perceived views about the effectiveness of complex adaptive leadership during periods of uncertainty. A cross-tabulation (Table 7.4) below was used to check respondents' views regarding the effectiveness of complex adaptive leadership during periods of uncertainty based on the respondents' educational qualifications.

Table 7.4: Complex Adaptive Leadership Style

Qualifications * Complex adaptive leadership style Crosstabulation								
			Complex adaptive leadership style					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	2	1	0	0	3
		% within Qualifications	0,0%	66,7%	33,3%	0,0%	0,0%	100,0%
		% within Complex adaptive leadership style	0,0%	9,1%	1,9%	0,0%	0,0%	2,7%
	Primary	Count	0	0	2	0	0	2
		% within Qualifications	0,0%	0,0%	100,0%	0,0%	0,0%	100,0%
		% within Complex adaptive leadership style	0,0%	0,0%	3,8%	0,0%	0,0%	1,8%
	Secondary	Count	0	1	8	3	3	15
		% within Qualifications	0,0%	6,7%	53,3%	20,0%	20,0%	100,0%
		% within Complex adaptive leadership style	0,0%	4,5%	15,4%	15,0%	21,4%	13,6%
	Post-secondary	Count	0	3	7	5	3	18
		% within Qualifications	0,0%	16,7%	38,9%	27,8%	16,7%	100,0%
		% within Complex adaptive leadership style	0,0%	13,6%	13,5%	25,0%	21,4%	16,4%
	Above first degree	Count	2	16	34	12	8	72
		% within Qualifications	2,8%	22,2%	47,2%	16,7%	11,1%	100,0%
		% within Complex adaptive leadership style	100,0%	72,7%	65,4%	60,0%	57,1%	65,5%
Total		Count	2	22	52	20	14	110

	% within Qualifications	1,8%	20,0%	47,3%	18,2%	12,7%	100,0%
	% within Complex adaptive leadership style	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result :($\chi^2= 11.583$, $df=16$, $p=0.772$)

Table 7.4 reveals that the majority of the respondents 66.7% with no formal education disagreed that the complex adaptive leadership style is an effective leadership style under conditions of uncertainty while 33.3% somewhat agreed. The results also show that views are homogeneous among respondents with primary-level education as everyone within the category (100%) somewhat agreed. This also shows greater homogeneity of views among respondents with primary-level education. Furthermore, the results show that a high proportion of respondents with secondary level education (53.3%) somewhat agreed while 20% of the respondents agreed, and another 20% strongly agreed with the statement. However, a minority of 6.7% disagreed with the statement. The results further illustrate that more respondents with secondary education somewhat agreed than explicitly agreed or disagreed that complex adaptive leadership is an effective leadership style under conditions of uncertainty. In the same vein, the result from respondents with post-secondary education reveals that 38.9% of respondents somewhat agreed that the complex adaptive leadership style is an effective leadership style under conditions of uncertainty while 27.8% and 16.7% agreed and t strongly agreed respectively. On the contrary, 16.7% of the respondents disagreed that complex adaptive leadership is an effective leadership style under conditions of uncertainty. This result shows that there are significant variations of perceptions among respondents with post-secondary education whereby the majority of the respondents agreed that complex adaptive leadership is an effective leadership style under conditions of uncertainty while a small but significant minority disagreed. In the category of respondents with an above-degree qualification, the majority of respondents 47.2% somewhat agreed that the complex adaptive leadership style is an effective leadership style under conditions of uncertainty. 16.7% of the respondents agreed and 11.1% strongly agreed. On the other hand, while 22.2% disagreed, 2.8% strongly disagreed that complex adaptive leadership is an effective leadership style under conditions of uncertainty. The overall result showed that a total of 34 (30.9%) of the respondents agreed that complex adaptive leadership is an effective leadership style under conditions of uncertainty at UMLM. Also, a total of 24 (21.8%) respondents disagreed with the statement while 52 (47.3%) of the respondents somewhat agreed. The result shows that the majority of the respondents

somewhat agreed that complex adaptive leadership is an effective leadership style under conditions of uncertainty at UMLM. However, a visual analysis of the Table seems to suggest that the views of the respondents vary based on their qualifications. A Chi-square test result was conducted and the result ($\chi^2= 11.583$, $df=16$, $p=0.772$) shows that there is no statistically significant association between the above views and the qualifications that the respondents have. Invariably, the result showed that the views of the respondents were not influenced by the level of their educational qualification. Next is a discussion of the results about respondents' views on the effectiveness of combinations of different styles.

7.2.5 Combinations of different leadership styles

The effectiveness of the application of different styles of leadership when leading an organisation was investigated in this study. Respondents were asked to indicate their views about the effectiveness of a leadership approach that combines all different kinds of leadership styles in a municipality. The results are presented in Figure 7.5 below:

Figure 7.5: Combinations of different styles

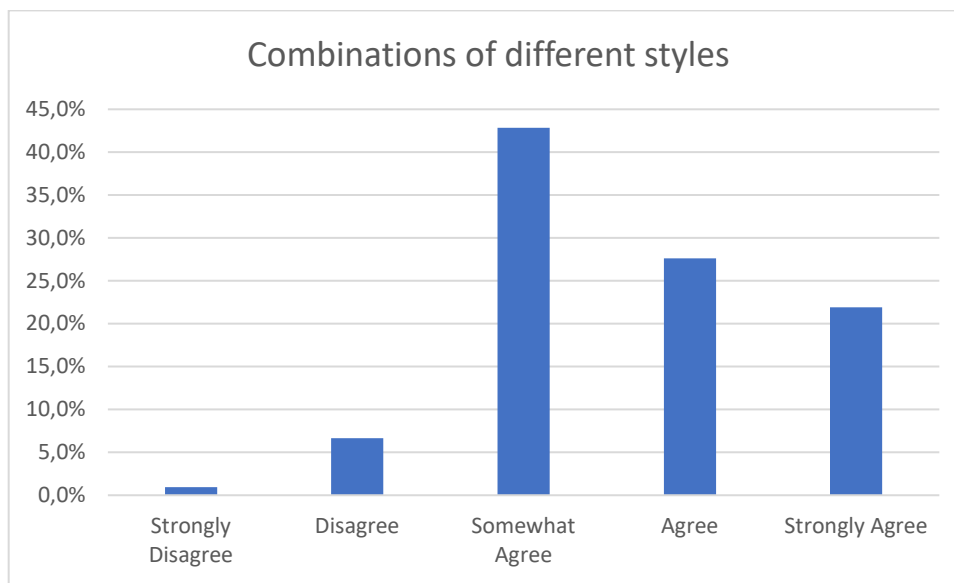


Figure 7.5 above shows that a majority of respondents 43% somewhat agreed that the combination of different leadership styles is the most effective during periods of uncertainty while 27.5% agreed and 22.6% strongly agreed. However, 5.7% of the respondents disagreed and 1.7% strongly disagreed. Clearly, the data shows that there is greater convergence of views towards agreed that different combinations of leadership are the most effective leadership style under conditions of

uncertainty. A visual analysis of the graph demonstrates that the results are skewed in favour of those who somewhat agreed and agreed than those who disagreed with the statement. The result can be interpreted to mean that a majority of respondents are of the view that combinations of different leadership styles are the most effective during periods of uncertainty. The above results were further examined by analysing respondents' perceived views about the effectiveness of different combinations of leadership styles during periods of uncertainty. A cross-tabulation (Table 7.5) below was used to check respondents' views regarding the effectiveness of different combinations of leadership styles during periods of uncertainty based on the respondents' educational qualifications.

Table 7.5: Combinations of different styles

Qualifications* Combinations of different styles of Crosstabulation								
			Combinations of different styles					Total
			Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	
Qualifications	No formal education	Count	0	0	1	1	0	2
		% within Qualifications	0,0%	0,0%	50,0%	50,0%	0,0%	100,0%
		% within Combinations of different styles	0,0%	0,0%	2,2%	3,4%	0,0%	1,9%
	Primary	Count	0	0	0	1	1	2
		% within Qualifications	0,0%	0,0%	0,0%	50,0%	50,0%	100,0%
		% within Combinations of different styles	0,0%	0,0%	0,0%	3,4%	4,3%	1,9%
	Secondary	Count	0	2	6	3	3	14
		% within Qualifications	0,0%	14,3%	42,9%	21,4%	21,4%	100,0%
		% within Combinations of different styles	0,0%	28,6%	13,3%	10,3%	13,0%	13,3%
	Post-secondary	Count	0	1	3	7	6	17
		% within Qualifications	0,0%	5,9%	17,6%	41,2%	35,3%	100,0%
		% within Combinations of different styles	0,0%	14,3%	6,7%	24,1%	26,1%	16,2%
	Above first degree	Count	1	4	35	17	13	70
		% within Qualifications	1,4%	5,7%	50,0%	24,3%	18,6%	100,0%

		% within Combinations of different styles	100,0%	57,1%	77,8%	58,6%	56,5%	66,7%
Total		Count	1	7	45	29	23	105
		% within Qualifications	1,0%	6,7%	42,9%	27,6%	21,9%	100,0%
		% within Combinations of different styles	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Chi-Square Tests Result :($\chi^2= 11.571$, $df=16$, $p=0.773$)

Table 7.5 reveals that half of the respondents (50%) with no formal education somewhat agreed that combinations of different leadership styles are the most effective leadership styles under conditions of uncertainty while another 50% agreed. The results also show that while 50% of the respondents with primary-level education agreed, the other 50% also strongly agreed with the statement. This also shows greater homogeneity of views towards generally agreeing among respondents with primary level education. The results displayed in Table 7.5 also show that a high proportion of respondents with secondary-level education (42.9%) somewhat agreed, 21.4% agreed, and another 21.4% strongly agreed with the statement. In contrast, a small minority of 14.2% disagreed. The results further illustrate that more respondents with secondary education somewhat agreed than explicitly agreed or disagreed that a combination of different leadership styles is the most effective leadership style under conditions of uncertainty. As far as respondents with post-secondary education are concerned, the results reveal that 17.6% of the respondents somewhat agreed that combinations of different leadership style is the most effective during periods of uncertainty 41.2% of the respondents agreed while 35.3% strongly agreed. On the other hand, 5.9% disagreed that a combination of different leadership styles is the most effective leadership style under conditions of uncertainty. This result shows that there are significant variations of perceptions among respondents with post-secondary education whereby a majority somewhat agreed that combinations of different leadership styles are the most effective leadership styles under conditions of uncertainty whilst a small but significant minority disagreed.

A different trend exists for the category of respondents with above degree qualification where the majority of respondents 50% of the respondents in this category somewhat agreed, 24.3% agreed and 18.6% strongly agreed. However, while 5.7% of the respondents in this category disagreed, a minority of 1.4% strongly disagreed that a combination of different leadership styles is the most effective leadership style under conditions of uncertainty. The overall result showed that a total of 52 (49.5%)

of the respondents agreed that a combination of different leadership styles is the most effective leadership style under conditions of uncertainty at UMLM. Also, a total of 8 (7.7%) respondents disagreed with the statement while 45 (42.9%) of the respondents somewhat agreed. The result shows that almost half of the respondents agreed that a combination of different leadership styles is the most effective leadership style under conditions of uncertainty at UMLM. However, a visual analysis of the table seems to suggest that the views of respondents vary based on their qualifications. A Chi-square test was carried out and the results: $(\chi^2 = 11.571, df=16, p=0.773)$ show that there is no statistically significant association between the above views and the qualifications that the respondents have. This result indicates that the responses of the respondents were not influenced by the level of their educational qualification. Hence, the views can be attributed to mere chance.

Next, is a discussion of the interview results about respondents' views on effective leadership styles.

"...nowadays there is nothing like a one-size-all-kind of leadership, I strongly believe that during periods of uncertainty, a leader can adopt any leadership style that he/she believes can bring tangible results, there will be no room for charisma or transformational something, but a leader would need to command subordinates to perform because time will be tough and shiftiness is not needed, one also needs to provide" **IDGRP1**

"...I am of the view that when faced with complex situations a combination of participatory leadership for generating better ideas and solutions, administrative leadership for implementing decisions, enabling leadership for providing support to subordinates, transformational leadership for adapting to the new emerging environment" **IDGRP2**

"....a leader must adopt any combination of leadership styles that are appropriate to responding to what is unfolding a leader should change style based on the situation at hand and when things start moving, a leader can become transactional, when things are not moving a leader can adopt authoritarianism or can provide performance support to subordinates and also can adopt motivational leadership strategies to make the organisation forge ahead and wriggle through whatever complexity will be existing" **IDGRP3**

"...I am in support of applying a leadership style that is situational at most so that there will be no one blanket approach, all leadership styles can be applied as long as one maximises the advantages of each leadership style and minimises the disadvantages, but in a way leadership styles that motivates employees to work in a complex environment like adaptive and enabling, supportive,

transformation, participatory, democratic, empowering leadership should be applied depending in different combinations and response to the prevailing situation and appropriateness. In fact, a leader should be free to apply any leadership style based on his judgement regarding what will work under a given scenario." IDGRPR4

".....complex environments require agile leadership, leadership that promotes innovativeness among subordinates' think an inclusive leadership approach encompassing all categories of employees to brainstorm and create ideas for dealing with complex situations is recommended together with adaptive and supportive leadership styles to motivate employees to work hard..." IDGRPR5

From the above interview excerpts, it is clear that participants were not in favour of adopting a one-size-fits type of leadership approach. Almost all participants endorsed a hybrid kind of leadership that encompasses several leadership styles. For example, IDGRP1 was not committed to mentioning any particular leadership style but mentioned that leaders should adopt any leadership style that brings about desired results but was dismissive of charismatic leadership as inappropriate during periods of crisis. IDGRPR2 also recommended the application of different leadership that includes a combination of participatory leadership, administrative leadership for implementing decisions, enabling leadership for providing support to subordinates, and transformational leadership for adapting to the new emerging environment. IDGRPR3 endorsed the use of various combinations of leadership styles that include situational, transactional, authoritarian and supportive leadership strategies. On the other, hand IDGRPR4 encouraged the application of situational leadership style and combinations of leadership styles that optimise performance and minimise losses. The respondent further endorsed the combinations of leadership that encompass adaptive enabling, supportive, transformation, participatory, democratic, and empowering leadership in response to the prevailing situation provided they were appropriate to the particular situation at hand. IDGRPR5 endorsed an inclusive leadership approach together with an adaptive and supportive leadership style to motivate employees to work hard.

A common theme among all the participants is that they dismissed the notion of sticking to one leadership approach. There is convergence and general agreement among the different participants that a combination of different styles of leadership is more effective when faced with complexity. There is a mention that a leader should adopt a leadership style that is best appropriate to bring desired outcomes under a given scenario/situation. This seems more like an endorsement of the adaptive leadership approach. There is also general convergence on the adoption of transactional leadership

which is more of an endorsement of administrative leadership and a general endorsement of participatory, inclusive, democratic, supportive, empowering, and transformational leadership which have the elements of enabling leadership. Despite not having mentioned complex adaptive leadership style by name all participant views seem to converge on the assertion that this type of leadership is more effective as it encompasses all leadership styles.

7.3 Discussion of findings

7.3.1 Enabling leadership style

The study findings were skewed in favour of somewhat agreeing that enabling leadership is the most effective leadership style under conditions of uncertainty. The findings imply that a one-size-fits-all kind of leadership style is deemed ineffective, especially during periods of uncertainty. Thus, during periods of uncertainty, a leader can adopt any leadership style that he/she believes can bring tangible results as there will be no room for charisma or transformation, but a leader would need to command subordinates to perform because times will be tough and will not be necessary.

7.3.2 Administrative Leadership Style

Administrative leadership style is a key component of the complex adaptive leadership style. In the theory, it was posited that there are situations when the administrative leadership style should be applied by the leadership. The result illustrated that most respondents across various categories of qualifications were of the view that the administrative leadership style may be effective but may not be sufficient during periods of uncertainty.

7.3.3: Adaptive leadership style

Adaptive leadership style is a key component of the complex adaptive leadership style. In the theory, it was posited that there are situations when an adaptive leadership style should be applied by the leadership. The results of the study showed that there was a greater convergence of views towards somewhat agreed and agreed that adaptive leadership is an effective leadership style under conditions of uncertainty. Uhl-Bien et al. (2007) state that adaptive leadership is only effective in uncertain fragile and rapidly changing environmental conditions but is least appropriate in a stable environment. Uhl-Bien et al. (2007) also suggest that adaptive styles respond adequately to the complex realities facing organisations.

7.3.4: Complex Adaptive Leadership Style

Complex adaptive leadership style encompasses enabling leadership style, administrative leadership style and adaptive leadership and it was the main focus of this study. The results of the study demonstrated that there was a greater convergence of views among respondents from across educational categories towards those who somewhat agreed and those who agreed that complex adaptive leadership is an effective leadership style under conditions of uncertainty. Thus, there is an opinion that when faced with complex situations a combination of participatory leadership for generating better ideas and solutions, administrative leadership for implementing decisions, enabling leadership for providing support to subordinates, and transformational leadership for adapting to the new emerging environment. This finding is consistent with views expressed by Blackie and Lamb (2013) who also state that the application of a combination of different leadership styles as suggested in complex adaptive leadership is more realistic because it desists from the tendency of using a one size fits all approach to leading subordinates. Blackie and Lamb (2013) state that by emphasising the flexibility of a leader in dealing with different types of subordinates with different characteristics, complex adaptive leadership styles ensure maximum performance from all manner of employees.

7.3.5 Combinations of different leadership styles

The findings of the study show that there was a greater convergence of views between those who somewhat agreed and those who agreed that different combinations of leadership styles are more effective leadership style under conditions of uncertainty. This finding implies that leaders should adopt any combination of leadership styles that are appropriate to respond to the environment. In fact, a leader should change style based on the situation at hand and when things start moving, a leader can become transactional, when things are not moving a leader can adopt authoritarianism or can provide performance support to subordinates and can adopt motivational leadership strategies to make the organisation forge ahead and wriggle through whatever complexity will have arisen. Thus, all leadership styles can be applied if one maximises the advantages of each leadership style and minimises the disadvantages, but in a way, leadership styles that motivate employees to work in a complex environment like adaptive and enabling, supportive, transformation, participatory, democratic, empowering leadership should be applied in different combinations and response to the prevailing situation and appropriateness. The other implication is that a leader should be free to apply any leadership style based on his judgment regarding what will work under a given scenario. The other implication of the finding is that complex environments require agile leadership, leadership that

promotes innovativeness among subordinates' think an inclusive leadership approach encompassing all categories of employees to brainstorm and create ideas for dealing with complex situations is recommended together with adaptive and supportive leadership styles to motivate employees to work hard. The study findings showed a greater endorsement of a hybrid kind of leadership that encompasses several leadership styles. This finding implies that leaders should adopt any leadership style that brings about the desired results. A common theme among all the participants is that they dismissed the notion of sticking to one leadership approach.

There is convergence and general agreement among the different participants that a combination of different styles of leadership is more effective when faced with complexity. There is a mention that a leader should adopt a leadership style that is best appropriate to bring desired outcomes under a given scenario/situation. This finding corroborates the view shared by Sharma et al. (2013) who state that people are not similar such that they require dissimilar approaches to leadership when managing them. Similarly, the findings of the current study are in line with those by Malik and Sciences (2013), Mwema and Gachunga (2014), and Arham (2014) who point out that leaders encounter varied situations that require different approaches and strategies when articulating them implying that leader needs to use his/her opinion when deciding on the best option for effectively addressing the situation and the leadership strategy needed for that particular situation.

This seems more like an endorsement of the adaptive leadership approach. There is also general convergence on the adoption of transactional leadership which is more of an endorsement of administrative leadership and a general endorsement of participatory, inclusive, democratic, supportive, empowering, and transformational leadership which have the elements of enabling leadership. Despite not having mentioned the complex adaptive leadership style by naming all participants views seem to converge on the assertion that this type of leadership is more effective as it encompasses all leadership styles. Hence, the leadership at ULM must balance these leadership styles for the benefit of the municipality.

7.4 The study's leadership adaptability model

As one of its main contributions, the study developed a model for adaptive complex leadership. The framework was built from triangulated data composed of the study's main themes and the quantitative descriptive data that was supported by these themes. Authors include Naeem, Ozuem, Howell and Ranfagni (2023) applied relatable approaches to building models and frameworks using thematic

analysis data. The process involves the development of themes from a dataset and then finding logical connections between these themes to build a coherent model or framework.

7.4.1 The model's proposed components

The model's main components were guided by the thematic topics explored and these were: core problem and desired outcomes, external environmental complexities affecting leadership effectiveness and effective leadership styles. These are discussed below:

a. Core problem and desired outcomes

The study's core problem as identified in the problem statement was poor or suboptimal service delivery which occurred under poor or less flexible leadership systems. This component was derived from secondary sources that highlighted the existence of the problem in the UMLM. The desired outcome which signals the end of such a problem was also noted to be optimal service delivery (Reddy, 2016b). These two components were therefore considered critical for the framework as they connected the problem to the findings.

b. Internal environmental complexities affecting leadership effectiveness

The findings indicate that the following are the major internal environmental factors that leadership effectiveness in the municipality. Consequentially, these need to be concurrently managed and taken into account when leaders are attempting to employ a leadership style to manage change. For framework building, the themes from the previous chapter were grouped into three. Personal relates to complexities imposed by individual managers and employees, and the group – relates to factors from departments and groups (formal and informal) and organisational. Organisational complexities were issues and challenges that existed in the strategic realm. These are related to organisational vision and mission for instance.

Personal

- Constant personality clashes of heterogeneous personalities of employees
- Willingness to embrace initiatives and ideas exists among municipal management
- Most employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work
- Attitudinal resistance to new technologies and changes

- Constantly changing employee expectations

Group and departmental

- Conflicting interests between the management of different departments
- Agent interactions within the municipality are generating tensions
- Qualified and experienced employees within the municipality collaborate with other employees
- Cross-jurisdictional teams competing for constrained resources
- Changes in knowledge and skills required

Organisational

- Lack of a strategic coherent vision within the municipality
- Municipality vision is clear and realistic and imposes a clear sense of direction
- Internal organisational cohesion within the municipality is a challenge
- The pursuit of self-interest dominates organisational interests
- The existence of multiple agencies from interdisciplinary jurisdictions

Using the above classifications, internal complexities were therefore broken into sub-components that were incorporated into the framework.

c. External environmental complexities affecting leadership effectiveness

The findings point to the following themes as factors affecting the effectiveness of a leadership style that municipality leaders may employ or attempt to employ in response to the change. The main environmental complexities that the leaders face were therefore thematically described as:

- Fast-paced technological changes
- Constant changes in residents' tastes and preference
- Continuous changes in service delivery innovations
- Changes in the economic cycles
- Changes in the laws of the country
- Changes in the political composition of the council
- Community pressure

Technology and innovation, community preferences, economic factors, legal factors, political factors, public pressure and political factors. The above factors strongly resonate with the components of PESTLE analysis – PESTLE being an acronym for political, economic, societal, technological, legal and ecological analysis (Thomas, Sandwell, Williamson & Harper, 2021). As a point of difference, however, this study’s data excluded the ecological component of the PESTLE analysis. This study also focused slightly more on community pressures as a standalone external complexity rather than basic societal factors and this is reflected in the framework as well.

d. Effective leadership styles

The study’s findings showed that various leadership styles were considered compatible with managing complex situations in the municipality. These leadership styles, each had saturated qualitative responses that either favoured or discouraged its use in complexity adaptation and management. In the quantitative study also, the modal response associated with each of these styles was “Somewhat agree.” This indicated that participants were not fully convinced there was a single leadership style that could be deployed in all situations. The leadership styles are:

- Enabling leadership
- Administrative leadership
- Adaptive leadership
- Complex adaptive leadership styles
- Democratic leadership style
- Transformational leadership style

7.4.2 The proposed model

Based on the above thematic areas the following framework was proposed:

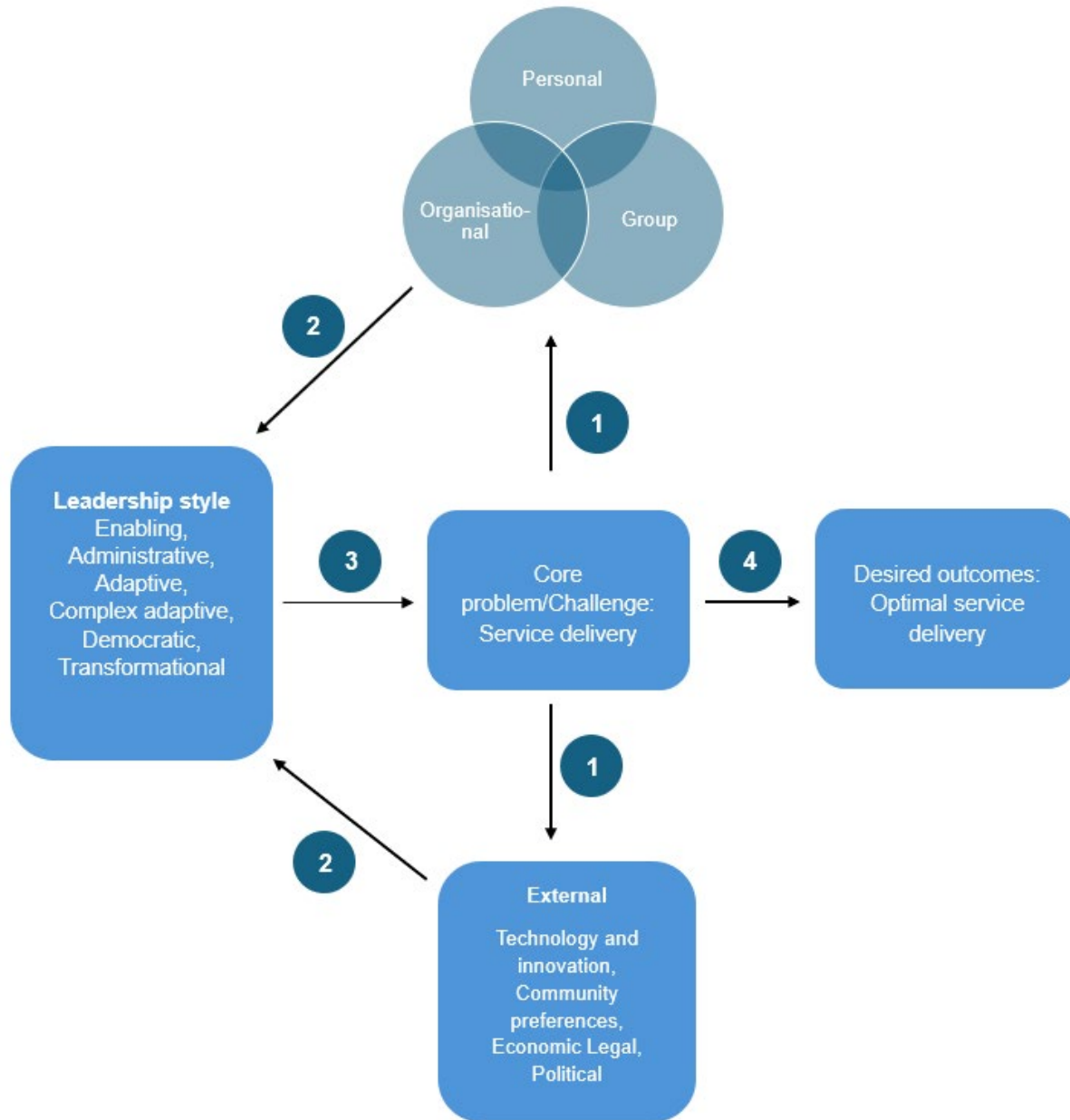


Figure 7.6: The New Model for Complex Adaptive Leadership

The above framework challenges that for leaders to effectively lead the municipality through the service delivery challenges, they need to adapt their leadership style in response to the internal complexities (personal, group and organisational) and the external complexities (Technology and innovation, Community preferences, Economic Legal and Political). The framework directly links managing challenges to concurrently affecting the internal and external environment through various situation-dependent strategies. All the leadership styles are listed as appropriate and applicable

depending on the internal and external situations as revealed in both the qualitative and quantitative data.

Phase 1: Core challenges to internal and external complexities

The model starts at the point where a service delivery challenge is noted – denoted (1) in the model. Arrows moving from the challenge or core problem to the internal and external complexities boxes show that service delivery problems emanate from these domains. For instance, in the external domain, economic instability can adversely affect service costs and therefore service provision as proven in the findings.

Phase 2: Internal and external complexities to leadership style

The arrows from the internal and external complexities to leadership style (denoted with a 2) show that the leadership style appropriate for meeting the demands of a given challenge or a given set of challenges must emanate from the consideration of the internal factors and external factors behind the challenge. The model proposes that the internal and external factors must be considered concurrently.

The internal environment complexities component is presented as a Venn diagram. This is based on views from the literature that the involved components are different but share boundaries (Rahim, 2023). For instance, poor personal attitudes (personal issues) could be influenced by organisational cultures.

Phase 3: Leadership style to challenges

The above indicated a direct link between the leadership styles to be applied and the challenges at hand (as affected by the previous loop consisting of internal and external complexities). A leadership style should resonate with a particular challenge.

Phase 4: Challenges to the desired outcome

The framework notes that challenges can be resolved as a last loop of the various interrelationships presented above. This also shows that the point of leadership is to resolve challenges by coming up

with appropriate solutions. Some of such solutions are widely discussed in the recommendations section.

The above model, as further discussed in the recommendations can guide local government with the approach to use in attempts to adapt leadership style to internal and external environmental complexities. The model, however, still requires further testing, especially using techniques like structural equation modelling and this was beyond the scope of this research. This was however recommended as an area for further research.

7.5 Conclusion

This study/chapter set out to present and interpret the results of the internal and external environmental complexities affecting leadership effectiveness at UMLM. The chapter also sought to present and interpret results on effective leadership styles for dealing with complex environments. The results of this study indicate that the most notable and severe internal complexities affecting leaders' effectiveness such as constant personality clashes of heterogeneous personalities of employees, conflicting interests between the management of different departments, and agent interactions within the municipality are generating tensions, unwillingness to embrace initiatives and ideas exists among municipal management, employees lacking inherent capabilities and expertise in various fields in the municipality and lack of passion about their work, and lack of internal organisational cohesion within the municipality is a challenge. This study has also shown that the municipality is facing several external complexities affecting leaders' effectiveness. The results of this study indicate that the most notable and severe internal complexities affecting a leader's effectiveness include constant changes in residents' tastes and preferences, changes in the economic cycles of the country affecting leadership effectiveness, and changes in the political composition of the council community pressure affect leadership effectiveness. However external environmental factors such as the emergence of fast-paced technological changes, and continuous changes in service delivery innovations did not load strongly as a complexity affecting the municipality.

Taken together, these results suggest that the effectiveness of the leadership at UMLM is being affected by a complex combination of several internal and external environmental factors. This finding will therefore be of interest to academics in the field of public governance and general management to develop a model for dealing with these identified internal environmental

complexities. Unfortunately, the study did not include the views of other staff from other local municipalities hence making the findings less generalizable. Despite its limitations, the study certainly adds to our understanding of the existence of internal environmental complexities within municipalities that affect leadership effectiveness

CHAPTER 8

SUMMARY, RECOMMENDATIONS AND CONCLUSION

8.1 Introduction

This chapter presents the conclusion and recommendations on the findings and discussions postulated at the beginning of the study on the effectiveness of an adaptive complex leadership style towards achieving optimal performance in a specific South African Municipality; the case of uMzimkhulu Local Municipality. Of importance to note is that the conclusions of this study are based on the objectives of the study and various hypotheses that were presented in the preceding chapters. These conclusions are also derived from the discussions and findings in various chapters of this research study. The limitations of the study are analysed with the aim of coming up with recommendations for future research. Finally, the chapter will reveal recommendations on leadership style and effectiveness in complex and evolving internal and external environments, particularly applicable to local authorities in South Africa. This chapter also examines the most effective leadership strategy suitable for optimising organisational performance in a complex municipal environment and proposes new adaptive leadership strategies that can be integrated within the uMzimkhulu Local Municipality. The thesis focused on, *inter alia*, the internal and external environmental complexities affecting leadership effectiveness in the uMzimkhulu Local Municipality, the most effective leadership strategy suitable for optimising organisational performance in a complex municipal environment and on exploring new adaptive leadership strategies that can be integrated within the uMzimkhulu Municipality. The conceptualisation and understanding of the above-mentioned variables lead to a better understanding of the environmental complexities that municipal leaders face during their tenure in the local government sector. The study argues that an adaptive leadership style in a complex operating environment is more effective than a rigid mechanical approach to solving problems brought about by the existence of multiple interacting agents with competing interests. It should also be highlighted that although the study focused on uMzimkhulu Local Municipality, there was a marked consistency in the data collection processes from across the various leadership of the municipal departments and from the political leadership of the municipality as well. Consequently, the findings on the internal and external environmental complexities facing uMzimkhulu Local Municipality can be generalised to all South African municipalities.

8.2 Restatement of the research objectives and research questions

Based on the existing literature and previous studies, the internal and external environmental complexities affecting leadership effectiveness in the uMzimkhulu Local Municipality together with the complex adaptive leadership model underpins this study. Consequently, the research questions and research objectives were therefore generated in Chapter 1. Table 8.1 below encapsulates the restatement of the research question and research objectives of this study.

Table 8.1: Research Objectives and Research Questions

	Research Questions	Research Objectives
1	What are the internal environmental complexities affecting leadership effectiveness in the uMzimkhulu Municipality?	To examine the internal environmental complexities affecting leadership effectiveness in the uMzimkhulu Municipality
2	To what extent the external environmental complexities is affecting leadership effectiveness in the uMzimkhulu Municipality?	To explore the extent to which the external environmental complexities affect leadership effectiveness in the uMzimkhulu Municipality
3	What is the most effective leadership model suitable for optimising organisational performance in a complex municipal environment?	To propose a new complex adaptive leadership model for improving the effectiveness of the leadership in the uMzimkhulu Municipality
4	What are the recommendations for improving the effectiveness of the leadership in the uMzimkhulu Municipality in managing complex environments?	To make recommendations for improving the effectiveness of the leadership in the uMzimkhulu Municipality in managing complex environments

8.3 Summary of chapters

Chapter 1: This chapter gave an overview of the study, emphasising the need for adaptive leadership in uMzimkhulu Local Municipality, a local government institution in South Africa that faces various

challenges in service delivery and development. The motivation for the study was discussed. The chapter asserted that the current leadership styles are inadequate to cope with the complex and changing internal and external environments that affect the municipality's performance and effectiveness. The study aim and objectives of the study are to examine the internal and external environmental complexities affecting leadership effectiveness under uMzimkhulu municipality and to determine the applicability of the complex adaptive leadership style and its contribution to the improved performance of the municipality as stated in this chapter. The first research objective of the study intended to examine the internal environmental complexities affecting leadership effectiveness at UMLM. Research objective two sought to examine the external environmental complexities affecting leadership effectiveness at UMLM. Research objective number three sought to assess the most effective leadership strategy suitable for optimising organisational performance in the uMzimkhulu Municipality whereas objective number four intended to develop a new complex adaptive leadership model for improving the effectiveness of the leadership in the uMzimkhulu Local Municipality. The chapter highlighted the need for a new leadership style that is effective in a complex bureaucratic environment with multiple stakeholders. The complex adaptive leadership style was proposed as a possible solution to this problem. The chapter introduced the mixed methods research methodology, an explanatory, descriptive research design, and probability and non-probability sampling methods that guided the study. The chapter further highlighted that the aims of the study were to make several contributions to knowledge notably to provide a better understanding of the internal and external environmental complexities affecting leadership effectiveness in uMzimkhulu Local Municipality, to determine the applicability of the complex adaptive leadership style to uMzimkhulu Local Municipality and to identify the factors that contribute to the improved performance of uMzimkhulu Local Municipality. In this chapter, the implications for leadership development and training programs in South African municipalities were stated notably to inform policymakers and practitioners on the importance of complex adaptive leadership in the public sector.

Chapter 2: The chapter highlighted the undesirability of the perpetuation of the system of managerialism characterised by rigid and strict adherence to a programmed, procedural, and mechanistic system of addressing challenges in the unfolding uncertain and volatile operating environments. This chapter focused on some theories surrounding the rigidity and failure to be adaptive to the demands of changing environments and the colossal failure on the part of those in leadership positions to deliver under a complex environment. The chapter also focused on the

applicability of a complex adaptive leadership approach in a South African municipality. The crucial aim of this chapter was to unpack the existing beliefs and their interconnections regarding what worked before to support the concept of the complex adaptive leadership approach in order to equip the leaders in improving service delivery in their municipalities. This Chapter theorised the notion of complex adaptive leadership. The chapter dovetailed with literature and strongly established that complex adaptive leadership styles encompassing administrative, enabling and adaptive dimensions were most effective in enabling leadership to face both internal and external environmental complexities. The chapter began by discussing the leadership theories, and their pitfalls and then moved on to the main ideas such as the swam theory and the complex adaptive theory. Further, the complex adaptive theory was analysed to present the arguments for its strengths and weaknesses. Lastly, the chapter examines the relevance of the complex adaptive theory to organisational science and to municipalities, and to uMzimkhulu Local Municipality in particular.

Chapter 3: This chapter focused on leadership in general and on leadership in South African municipalities. Challenges facing leadership in South African municipalities were also discussed in this chapter. The chapter also discusses the effectiveness of leadership in South African municipalities. This chapter provided a general overview of leadership. The chapter argued that in all its facets leadership plays a fundamental function in different settings or circumstances such that the prosperity of every enterprise is reliant on it. The chapter argued that some failures experienced in most countries particularly those in Africa, including South Africa, emanate from recurrent leadership alteration, philosophy, policy problems, fragile institutional models, futile governance arrangements, inadequate leadership understanding, bad policies, morals, and corrupted ethical values. Furthermore, leadership was defined and the various models and styles of leadership were discussed. Additionally, leadership practiced in South Africa's Municipalities will be discussed, with a major bias on their effectiveness in enhancing service delivery. The main finding elaborated in this chapter pertained to the fact that the notion of leadership is a multifaceted phenomenon, such that it is difficult to generate, develop and use a collective characterisation, it can be understood in an administrative context as the provision of required outcomes in an efficient, effectual and acceptable way. The chapter established that leadership styles applied by the municipality play an essential function in enhancing service delivery and economic growth of local municipalities. Various leadership styles were discussed and conclusions were drawn on the most effective leadership applicable in a complex environment

entangled by multifaceted agents and stakeholders and characterised by the changing tastes and preferences of municipal residents and the ever-changing legal and technical environments.

Chapter 4: This chapter highlighted the methodological aspects, processes, and procedures that were adopted to help ensure the fulfilment of the study objectives. The research paradigms and choices of paradigms that were adopted to guide the implementation of the research were articulated in this chapter. The focus was on the relevant paradigms that were relevant to the fulfilment of the research objectives. The research predominantly adopted the mixed methods research methodology and followed the pragmatist research paradigm. This was motivated by assertions from Cresswell (2014) who asserted that the mixed methods approach is used to get a clear understanding of human behaviour through the employment of both quantitative and qualitative techniques. The mixed-methods research was adopted because it utilised the strengths of both quantitative and qualitative research methods and it helped to analyse data in both numeric and non-numeric forms. It is against this background that the study applied the research tools ranging from the qualitative interview guides to the semi-structured in-depth interviews to structured questionnaires. The rationale for adopting the mixed methods research approach lay in the fact that it incorporated the strengths of both qualitative and quantitative research approaches making it possible for the weaknesses of one of the methodologies to be compensated for by the other research approach. Since this research pursued a contextual research design that incorporated both aspects of exploratory and descriptive research designs, a mixed research approach helped to achieve the research objectives.

Chapter 5: The chapter provided an analysis of questionnaire data and presentation of results followed by an analysis of interview data and presentation of results and then a triangulation of qualitative and quantitative results on the internal environmental complexities affecting leadership effectiveness in the uMzimkhulu Local Municipality. The focus of the chapter was to present and interpret the study results on the internal environmental complexities facing UMLM.

Chapter 6: Through quantitative and qualitative analysis, the chapter established that the results of this study indicate that the most notable and severe external complexities affecting leaders' effectiveness include constant changes in residents' tastes and preference, changes in the economic cycles of the country is affecting leadership effectiveness, changes in the political composition of the council community pressure is affecting leadership effectiveness. However external environmental

factors such as the emergence of fast-paced technological changes and continuous changes in service delivery innovations did not load strongly as a complexity affecting the municipality. This finding will therefore be of interest to academics in the field of public governance and general management to develop a model for dealing with these identified internal and external environmental complexities. In spite of its limitations, the study certainly adds to our understanding of the existence of external environmental complexities within municipalities which affect leadership effectiveness.

Chapter 7: The focus of the chapter was on determining effective leadership styles that the leadership could adopt during periods of uncertainty. This question was particularly important as it helped to get useful insights from participants about the effectiveness of the following leadership styles. The study findings pointed out that a combination of leadership styles is more effective than a one-size-fits-all leadership approach. The findings indicated that the complex adaptive leadership style is more effective in dealing with complex internal and external environmental complexities confronting the leadership.

8.4 The main research findings and conclusions

The study consisted of four research questions and objectives which aimed at investigating the effectiveness of an adaptive complex leadership style towards achieving optimal performance at UMLM, the internal and external environmental complexities affecting leadership effectiveness at UMLM. Through empirical work and scholarly literature review the study objectives were fulfilled using both qualitative and quantitative data. The study was able to reveal that leadership effectiveness at UMLM is being faced with several internal and external environmental complexities. Drawing from the major aims and objectives of the study, one arrives at the conclusion that a complex combination of leadership styles encompassing adaptive, administrative and enabling leadership dimensions suited to prevailing environmental situations and circumstances is most effective in term of achieving optimal performance of a municipality. From both a theoretical and empirical point of view, this study has shown that the municipality is facing several internal and external environmental complexities affecting leaders' effectiveness. The results of this study indicate that the most notable and severe internal complexities affecting leaders' effectiveness such as constant personality clashes of heterogeneous personalities of employees, conflicting interests between the management of different departments, and agent interactions within the municipality are generating tensions, unwillingness to embrace initiatives and ideas exists among municipal management, employees lacking inherent capabilities and expertise in various fields in the municipality and lack of passion

about their work, lack of internal organisational cohesion within the municipality is a challenge. The findings further revealed that external complexities such as constant changes in residents' tastes and preference, changes in the economic cycles of the country, changes in the political composition of the council community pressure is affecting leadership effectiveness are affecting leadership effectiveness at UMLM.

The study findings provide responses to the research questions, and the achievement of the objectives is delineated in conjunction with the emergent key themes. Employing a comprehensive approach encompassing literature review, document analysis, research methodologies, and theoretical frameworks, each specific discovery and resolution of the research queries is succeeded by all-encompassing recommendations, as emphasised in the following sections.

8.4.1: Internal environmental complexities

OBJECTIVE 1: To examine the internal environmental complexities affecting leadership effectiveness in the uMzimkhulu Local Municipality

Major findings:

The major findings of this study underscore the pervasive impact of internal environmental complexities on leadership effectiveness within the municipality. The study reveals that the municipality grapples with various intricate challenges that significantly impede leaders' effectiveness. The study has revealed that the municipality is facing several internal environmental complexities that affect the effectiveness of its leaders. These complexities include:

- Constant personality clashes of heterogeneous personalities of employees, which create conflicts, misunderstandings, and mistrust among the staff and the management.
- Conflicting interests between management of different departments, which hinder the coordination, collaboration, and integration of the policies, plans, and programs of the municipality.
- Agent interactions within the municipality that generate tensions, resistance, and sabotage of the initiatives and ideas proposed by the leaders and the stakeholders.

- Employees lacking inherent capabilities and expertise in various fields in the municipality, which limit the quality, efficiency, and innovation of the service delivery and the development projects.
- Lack of passion about their work among the employees, which reduces their motivation, commitment, and performance.
- Lack of internal organisational cohesion within the municipality, which challenges the vision, mission, goals, and values of the municipality and its leaders

Emerging theoretical proposition from findings from Objective 1:

An emerging theoretical proposition from these findings could be the development of a model that integrates the concept of "Internal Environmental Complexity" as a multifaceted construct influencing leadership effectiveness within municipal settings. This model could incorporate the identified key internal complexities such as personality clashes, conflicting interests, agent interactions, reluctance to adopt initiatives, lack of expertise, passion deficiency, and organisational cohesion issues. The proposition could delve into how these complexities interact and create a dynamic and challenging environment for leaders. The model might explore the interplay between these complexities and their cascading effects on leadership effectiveness, proposing that effective leadership in municipal settings requires a nuanced understanding and management of these internal intricacies. It could further posit that interventions aimed at enhancing leadership effectiveness should address these specific internal complexities to bring about meaningful organisational change. In summary, the emerging theoretical proposition could revolve around the development of a comprehensive model that explicates the intricate relationship between internal environmental complexities and leadership effectiveness in municipal contexts, providing a framework for both research and practical interventions.

8.4.2: External environmental complexities

OBJECTIVE 2: To examine the external environmental complexities affecting leadership effectiveness in the uMzimkhulu Local Municipality

Major findings:

The study has revealed that the municipality is facing several external complexities that affect the effectiveness of its leaders. These complexities include:

- Constant changes in residents' tastes and preferences, which challenge the leaders to adapt and respond to the diverse and dynamic needs and expectations of the public.
- Changes in the economic cycles of the country, which affect the leaders' ability to manage the resources, budget, and expenditure of the municipality.
- Changes in the political composition of the council, which influence the leaders' power, legitimacy, and stability, as well as their relationship with the other spheres of government and the stakeholders.
- Community pressure, which demands the leaders to be accountable, transparent, and responsive to the public issues and concerns, as well as to balance the interests and conflicts among different groups and sectors.

However, external environmental factors such as the emergence of fast-paced technological changes and continuous changes in service delivery innovations did not load strongly as a complexity affecting the municipality.

Emerging theoretical proposition from findings from Objective 2:

An emerging theoretical proposition from these findings could revolve around the development of a comprehensive model within the field of public governance and general management that addresses the nuanced dynamics of external environmental complexities impacting leadership effectiveness in municipalities. This model may highlight the differential impact of various external factors, categorising them based on their influence on leadership effectiveness. The proposition might explore the interconnectedness of external complexities such as changes in residents' preferences, economic cycles, and political compositions within the council community. It could also delve into why certain external factors, like technological changes and service delivery innovations, did not strongly manifest as complexities affecting the municipality, providing insights into their unique dynamics. Furthermore, the theoretical proposition may advocate for a more inclusive research approach, emphasising the importance of incorporating the views of staff from various local municipalities to enhance the generalizability of findings. This could lead to the development of a more robust model that accommodates diverse perspectives and accounts for variations in external environmental complexities across different municipal contexts.

In essence, the emerging theoretical proposition could contribute to the advancement of models and frameworks that guide leaders in navigating and mitigating the specific external challenges identified in the study, fostering effective leadership in the complex and dynamic environment of municipalities.

8.4.3 Effective leadership style

OBJECTIVE 3: To develop a complex adaptive leadership suitable for optimising organisational performance in the uMzimkhulu Local Municipality.

Major findings:

As one of its main contributions, the study developed a framework or model for adaptive complex leadership. The model challenges that for leaders to effectively lead the municipality through the service delivery challenges, they should align their leadership style in response to the internal complexities (personal, group and organisational) and the external complexities (Technology and innovation, Community preferences, Economic Legal and Political). The framework directly links managing challenges to concurrently affecting the internal and external environment through various situation-dependent strategies. All the leadership styles are considered applicable depending on the situation emanating from the two environments. In the models, leadership styles are a response to the situation rather than the other way around. The model therefore demands quick adaptability to the environment from the leaders. The model can guide local government with the approach to use in attempts to adapt leadership style to internal and external environmental complexities.

8.5 Conclusions, implications, and recommendations

8.5.1. Internal environmental complexity

From the study findings, several conclusions can be drawn regarding the internal complexities impacting leadership effectiveness within the municipality. The presence of constant personality clashes among heterogeneous personalities among employees indicates a potential source of conflict and tension within the organisation. The study identifies conflicting interests between the management of different departments, suggesting a lack of alignment or coordination in organisational goals and priorities. The interactions among agents within the municipality are noted to generate tensions. This points to challenges in communication, collaboration, or coordination among various entities within the organisation. The study highlights an unwillingness among municipal management to embrace initiatives and ideas. This implies a potential resistance to change

or a lack of openness to new approaches and strategies. The finding that employees lack inherent capabilities and expertise in various fields suggests a potential skills or knowledge gap within the workforce, which can impact the overall effectiveness of organisational processes. The study also indicates a lack of passion about work among employees. This lack of enthusiasm may affect employee motivation, productivity, and overall job satisfaction. The identified lack of internal organisational cohesion is highlighted as a significant challenge. This suggests a need for enhanced collaboration, communication, and alignment of goals and values within the municipality. In summary, the study findings underscore the presence of multifaceted internal complexities that collectively pose challenges to leadership effectiveness within the municipality. These challenges range from interpersonal conflicts and conflicting interests to issues related to organisational culture, skills, and passion for work. Addressing these internal complexities would likely require comprehensive strategies aimed at improving communication, fostering a positive organisational culture, and enhancing the overall coordination and effectiveness of leadership within the municipality.

Implications of study (Objective 1)

The implications of the study findings on the internal complexities affecting leaders' effectiveness within the municipality are significant and suggest several areas where interventions and improvements may be needed. Here are some key implications:

- The presence of constant personality clashes and conflicting interests indicates a need for leadership training programs. Leaders should be equipped with conflict resolution skills and strategies to manage diverse personalities and align departmental interests.
- Addressing tensions generated by agent interactions and fostering internal organisational cohesion require a focus on organisational culture and communication. Initiatives to promote a positive and collaborative culture, as well as improved communication channels, may be necessary.
- The unwillingness to embrace initiatives and ideas among municipal management suggests a resistance to change. Implementing change management strategies, including communication plans and involving key stakeholders in decision-making, can facilitate a more receptive environment for new ideas.

- To address the lack of inherent capabilities and expertise among employees, the municipality may need to invest in skills development programs. Training opportunities and knowledge-sharing initiatives can help bridge the skills gap and enhance employee competence.
- The finding of a lack of passion about work highlights the importance of employee engagement and motivation. Implementing measures to boost employee morale, recognition programs, and creating a positive work environment can contribute to increased passion and job satisfaction.
- The conflicting interests between management of different departments underscore the need for improved interdepartmental collaboration. Initiatives to align goals, establish common objectives, and promote a collaborative mindset can enhance overall organisational effectiveness.
- The study implies that leaders should adopt an adaptive leadership approach. Leaders need to be flexible in their leadership styles, using judgment and situational awareness to address the diverse challenges and opportunities faced by the organisation.
- In cases where internal organisational cohesion is a challenge, a thorough examination of the organisational structure may be necessary. Restructuring efforts that enhance clarity in roles, responsibilities, and reporting lines can contribute to improved cohesion.

In summary, the implications suggest a holistic approach to organisational improvement, encompassing leadership development, cultural change, communication enhancement, skills development, and initiatives to boost employee engagement. Addressing these implications can contribute to a more effective and harmonious leadership environment within the municipality.

8.5.2. External environmental complexity

The study clearly establishes that the municipality is significantly impacted by external complexities. These external factors pose challenges that influence the leaders' effectiveness in various aspects of governance and management. The constant changes in residents' tastes and preferences require leaders to be adaptable and responsive. Leaders must develop strategies to align municipal services and initiatives with the evolving needs and expectations of the public. The study concludes that changes in the economic cycles of the country directly affect the leaders' ability to manage resources, budgets, and expenditures. Leaders need to navigate economic fluctuations effectively to ensure sustainable municipal operations. The study also highlights that changes in the political composition

of the council have a substantial impact on leaders' power, legitimacy, and stability. This dynamic necessitates leaders to navigate political landscapes while maintaining relationships with other government spheres and stakeholders.

The study concludes that pressure from the community places demands on leaders to uphold accountability, transparency, and responsiveness. Leaders must balance competing interests, address public concerns, and manage conflicts among different groups and sectors. The study further concludes that fast-paced technological changes and continuous innovations in service delivery do not strongly load as complexities affecting the leadership at ULM. This suggests that, while important, these factors may not pose significant challenges to the municipality's leadership effectiveness.

Implications of study (Objective 2)

The conclusions imply that leaders in the municipality need to develop strategic approaches for addressing external complexities. This may involve building adaptive capacities, fostering strong political acumen, and enhancing community engagement strategies. Given the emphasis on community pressure and stakeholder dynamics, leaders should prioritise effective stakeholder management. Building strong relationships with various stakeholders and maintaining open communication channels become crucial components of leadership. Drawing from the conclusions, leaders must engage in strategic planning to navigate economic variability. This includes developing robust financial management strategies to mitigate the impact of economic cycles on municipal resources. The study underscores the dynamic nature of external complexities. Thus, leaders must engage in continuous monitoring of the external environment, staying attuned to changes in residents' preferences, economic conditions, and political landscapes, and adapt their strategies accordingly. In summary, the conclusions of the study emphasise the need for leaders to be agile, adaptive, and strategically oriented to effectively navigate the external complexities influencing the municipality.

8.5.3. Effective leadership style for optimum performance of a municipality

The findings of the study highlight that no single leadership style is universally effective in all situations. Instead, leaders should be able to adapt their approach based on the specific context and challenges they face. This adaptability is crucial in uncertain environments, where flexibility and responsiveness are essential for navigating change and overcoming obstacles. A combination of leadership styles is beneficial. The study suggests that a blend of different leadership styles can be

more effective than adhering to a single approach. Leaders should draw upon their repertoire of leadership skills to select the most suitable style for each situation. This adaptability allows them to connect with their team members, address their needs, and foster a productive work environment. Participants in the study emphasised the importance of leaders who can adapt to change, respond quickly to challenges, and embrace innovation. These qualities are particularly valuable in uncertain environments, where the ability to think outside the box and find new solutions is crucial for success.

The study also concludes that Leaders who encourage inclusivity, participation, and democratic decision-making create a more engaged and motivated workforce. By involving team members in the decision-making process and valuing their contributions, leaders can foster a sense of ownership and shared responsibility for achieving organisational goals. The study concludes that effective leaders provide support, empowerment, and a vision for transformation. Leaders who create an environment where team members feel valued, encouraged to take risks, and inspired to contribute to the organisation's growth and success. The findings of the study align with the concept of complex adaptive leadership, which emphasises the need for leaders to be versatile, adaptable, and capable of employing a range of leadership styles to address the complexities of the modern organisational environment. In conclusion, the study provides valuable insights into effective leadership practices in uncertain environments. The emphasis on a combination of leadership styles, adaptability, inclusivity, support, empowerment, and transformation aligns with the principles of complex adaptive leadership and offers a framework for leaders to navigate challenges, foster engagement, and drive organisational success in the face of uncertainty.

Implications of study (Objective 3)

The model has important implications for local government leadership. The model puts a demand for adaptable leadership styles in response to the changing environment. This means that municipal leaders need to understand the current affairs in both the external and internal environments to respond to them effectively. This model confirms that leadership is a complex phenomenon as it demands the understanding and appreciation of various simultaneously occurring factors. Making decisions relies on understanding such complex factors and then applying a well-crafted leadership style rather than responding randomly. The model also challenges leaders to develop relevant internal and external environment analysis capabilities as part of responding to changes.

8.6. Recommendations for policy and practice

8.6.1 Recommendations for policy and practice for dealing with internal environmental complexities

Policymakers: Policymakers in the Department of Local Government should develop and implement clear conflict resolution policies to address personality clashes and conflicting interests. This should include training programs on conflict management. In practice, the policymakers should establish a dedicated conflict resolution team or department within the municipality to address interpersonal conflicts promptly and impartially. Policymakers should formulate policies promoting interdepartmental collaboration and communication to reduce tensions arising from conflicting interests. In practice policymakers should implement regular cross-departmental meetings, workshops, or team-building activities to foster collaboration and mutual understanding among different departments. Furthermore, policymakers should Institute policies that encourage a culture of innovation and idea-sharing within the municipality. In practice, policymakers should recognise and reward employees and departments that successfully implement and embrace new initiatives. Establish channels for employees to propose and discuss ideas.

Municipal leadership: The leadership of municipalities should develop policies focused on identifying skill gaps and providing continuous training programs to enhance employees' capabilities. This should involve conducting regular skills assessments and investing in training programs to ensure that employees possess the necessary expertise in their respective fields. Municipal leadership should implement policies to boost employee engagement and passion for work, emphasising the importance of a motivated workforce. Thus, they should introduce employee engagement initiatives, feedback mechanisms, and recognition programs to instil a sense of purpose and enthusiasm among employees. Furthermore, the municipal leadership should establish policies promoting internal organisational cohesion, emphasising shared values and a common mission. This can be achieved by fostering a sense of belonging through team-building activities, transparent communication, and initiatives that promote a unified organisational culture.

Municipal leaders should be guided by this study's proposed model. As envisaged, it could enable them to see challenges and problems wholistically and apply relevant leadership styles to meet a situation's demand.

These recommendations aim to address the identified internal complexities by introducing policies and practices that enhance collaboration, mitigate conflicts, and promote a positive and cohesive organisational environment within the municipality.

Scholars: With respect to scholars, they should focus on conducting in-depth case studies to understand the root causes and manifestations of internal complexities in municipal leadership. Scholars can achieve this by engaging in comprehensive qualitative research, utilising interviews, observations, and document analysis to provide nuanced insights into internal dynamics. Universities should encourage interdisciplinary collaboration among scholars from various fields, including psychology, organisational behaviour, and public administration. Furthermore, scholars should conduct studies on employee motivation, job satisfaction, and organisational commitment to identify strategies for enhancing passion and dedication. Scholars should also develop frameworks for understanding and resolving conflicts within municipal management and between departments and should propose models or interventions based on conflict resolution theories to address personality clashes, and conflicting interests, and enhance organisational cohesion. Scholars should advocate for research assessing the effectiveness of leadership training programs in mitigating internal complexities. Scholars should also conduct cultural analyses to understand the prevailing norms and values shaping interactions, and explore structural factors contributing to tensions and resistance to initiatives.

An important recommendation area is that the testing and validation of the model presented in this study. This could be done using advanced structural equation modelling techniques using data collected from larger samples to ensure reliability and rigour. This recommendation also applies to dealing with the external environment.

Universities: In practice universities and scholars should collaborate with experts in diverse disciplines to gain a holistic understanding of personality clashes, conflicts, and organisational cohesion. Universities should evaluate existing leadership development initiatives and identify areas for improvement, ensuring training aligns with the specific challenges identified in the study. Thus, they should promote research exploring the factors contributing to the lack of passion and motivation among municipal employees. Universities should encourage scholars to delve into cultural and structural aspects influencing municipal leadership dynamics. Universities should also support longitudinal studies on Organisational Cohesion tracking changes in organisational cohesion over time. This can be achieved by designing research projects that involve repeated assessments of

organisational cohesion, allowing scholars to identify trends, causal factors, and potential interventions.

These recommendations guide scholars toward contributing valuable insights into the complexities faced by municipal leaders. By engaging in interdisciplinary research, evaluating training effectiveness, and proposing practical frameworks, scholars can play a pivotal role in addressing the challenges identified in the study.

8.6.2 Recommendations for policy and practice for dealing with external environmental complexities

Policymakers: Policymakers in the Department of Local Government should introduce policies that mandate ongoing leadership training programs focused on adaptive leadership skills. This can be achieved through conducting regular workshops and training sessions for leaders to enhance their ability to adapt to changing community needs, economic cycles, and political dynamics. Policymakers should also develop policies that provide frameworks for flexible resource management, allowing leaders to navigate economic fluctuations. Thus, policymakers should implement strategic budgeting practices that consider economic cycles and provide leaders with tools to optimise resource allocation.

The policymakers in the Department of Local Government should also establish policies promoting awareness of political changes and their potential impact on municipal leadership. The policymakers should encourage leaders to stay informed about political compositions, engage in regular briefings, and establish communication channels with relevant political stakeholders.

1. Community Engagement Guidelines:

- **Policy:** *Formulate policies guiding leaders on effective community engagement strategies and responsiveness.*
- **Practice:** *Implement regular town hall meetings, surveys, and feedback mechanisms to gauge and address community needs, fostering transparency and accountability.*

2. Technological Adaptation Frameworks:

- **Policy:** *Develop policies that facilitate the adoption and integration of relevant technologies into municipal operations.*
- **Practice:** *Establish a dedicated team to monitor technological advancements, conduct periodic technology assessments, and provide recommendations for effective integration.*

3. Innovation Management Practices:

- ***Policy:*** *Institute policies that encourage a culture of innovation and continuous improvement.*
- ***Practice:*** *Implement innovation management practices, such as idea incubators or innovation labs, to explore and integrate service delivery innovations.*

These recommendations aim to equip municipal leaders with the skills and strategies needed to navigate external complexities effectively. Policies and practices should support complex adaptive leadership, enhance resource management, and promote proactive engagement with changing community, economic, and political landscapes.

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ANNEXURE A
SURVEY QUESTIONNAIRE
UNIVERSITY OF KWAZULU NATAL

School of Social Sciences

Researcher: Christopher Andile Ngqcoyiya (217082093)

Supervisor: Sybert Mutereko (PhD)

Co-supervisor: Nduduzo C Ndebele (PhD)

School of Management, IT and Public Governance

Dear Respondent,

The information required in this questionnaire is meant to form part of an academic research process titled: **Complex Adaptive Leadership Approach in the South African Local Government: A case of uMzimkhulu Municipality, South Africa.** It is a mixed research study involving uMzimkhulu local municipality under Harry Gwala District Municipality in KwaZulu-Natal province, South Africa.

Your local municipality has been chosen as a case study. Through your participation, the researcher will be able to examine the internal and external environmental complexities affecting leadership effectiveness in the uMzimkhulu Municipality. Kindly note the following in respect of your participation:

- a. that your participation in this study is voluntary. You have a choice to participate or not.

You may also withdraw your participation at any time you deem without giving any reason.

- b. Your participation is highly confidential and anonymous. No one has the right to know of your participation, the information cannot, in anyway, be linked to you; hence, your name is not required for any reason.
- c. if you have any doubt, question or concern, you may, please, call on the researcher for explanation or contact the institution above;
- d. no incentives or benefit is available to participants and no risk is envisaged.

In light of the foregoing, your honest response to the questions will be highly appreciated. All information given shall be treated with strict confidentiality and will be analyzed as aggregated statistics data strictly for academic purpose.

Thank you for your corporation.

.....
20. **Christopher Andile Ngqcoyiya**
+27726188751

SECTION A

Instructions: Please tick (✓) in the appropriate spaces provided

Employee in Finance Department

.....
Maintenance and Operations employee.....

Water and Sanitation

Department.....

Other.....

1. Sex: Male () Female ()

2. Age: Below 25 ()

Between 26—35 ()

Between 36—45 ()

Between 46—55 ()

Above 55 ()

3. Marital status:

Single () Married () Others ()

4. Qualifications:

No formal education ()

Primary ()

Secondary ()

Post-secondary ()

Above first degree ()

5. Participants category

Employee in the Budget Department	
Employee in the Maintenance of Infrastructure and Equipment Department	
Employee in the Revenue Collection Department	

Employee in the Waste Management Department	
Employee Working in other Departments	

Others (please specify)	
-------------------------	--

6. Are you directly employed by uMzimkhulu Municipality? Yes No

SECTION B

Instruction: You are expected to tick appropriately in the box provided against your option like this, please.

A.Internal Environmental Complexities Affecting Leadership Effectiveness in the uMzimkhulu Municipality

1. Constant personality clashes of heterogeneous personalities of employees affecting leadership effectiveness

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
-------------------	--	----------	--	----------------	--	--------	--	-----------------	--

2. Conflicting interests between management of different departments is affecting leadership effectiveness

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
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3. Lack of a strategic coherent vision within the municipality is affecting leadership effectiveness

True	✓	False		No comment	
------	---	-------	--	------------	--

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
-------------------	--	----------	--	----------------	--	--------	--	-----------------	--

4. Municipality vision is clear and realistic imposes a clear sense of direction

Very poor		Poor		Somewhat good		Good		Excellent	
-----------	--	------	--	---------------	--	------	--	-----------	--

5. Agent interactions within the municipality are generating tensions affecting leadership effectiveness

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
-------------------	--	----------	--	----------------	--	--------	--	-----------------	--

5. Willingness to embrace initiatives and ideas exists among municipal management

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
-------------------	--	----------	--	----------------	--	--------	--	-----------------	--

6. Most employees with inherent capabilities and expertise in various fields in the municipality are passionate about their work

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
-------------------	--	----------	--	----------------	--	--------	--	-----------------	--

7. Qualified and experienced employees within the municipality collaborate with other employees

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
-------------------	--	----------	--	----------------	--	--------	--	-----------------	--

8. Internal Organisational cohesion within the municipality is a challenge

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
-------------------	--	----------	--	----------------	--	--------	--	-----------------	--

9. Pursuit of self-interest dominates organisational interests

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
-------------------	--	----------	--	----------------	--	--------	--	-----------------	--

10. Existence of multiple agencies from interdisciplinary jurisdictions affects leadership effectiveness

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
-------------------	--	----------	--	----------------	--	--------	--	-----------------	--

11. Cross jurisdictional teams competing for constrained resources affects leadership effectiveness

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
----------------------	--	----------	--	-------------------	--	--------	--	--------------------	--

12. Changes in knowledge and skills required

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
----------------------	--	----------	--	-------------------	--	--------	--	--------------------	--

13. Attitudinal resistance to new technologies and changes affects leadership effectiveness

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
----------------------	--	----------	--	-------------------	--	--------	--	--------------------	--

14. Constantly changing employee expectations

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
----------------------	--	----------	--	-------------------	--	--------	--	--------------------	--

B.External Environmental Complexities Affecting Leadership Effectiveness in the uMzimkhulu Municipality

15. Fast paced technological changes is affecting leadership effectiveness

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
----------------------	--	----------	--	-------------------	--	--------	--	--------------------	--

16. Constant changes in residents' tastes and preference

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
----------------------	--	----------	--	-------------------	--	--------	--	--------------------	--

17. Continuous changes in service delivery innovations is affecting leadership effectiveness

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
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18. Changes in the economic cycles of the country is affecting leadership effectiveness

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
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19. Changes in the laws of the country is affecting leadership effectiveness

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
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21. Changes in the political composition of the council is affecting leadership effectiveness

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
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22. Community pressure is affecting leadership effectiveness

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
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22. Uncertainty of outcome remains

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	
----------------------	--	----------	--	-------------------	--	--------	--	--------------------	--

General

What has been the other internal environmental complexities affecting leadership effectiveness in the uMzimkhulu Municipality?

.....

What has been the other external environmental complexities affecting leadership effectiveness in the uMzimkhulu Municipality?

.....

Any relevant comment/opinion?

.....

Thank you

ANNEXURE B INTERVIEW SCHEDULE

Appendix C1

Interview Guide for Managerial Staff at uMzimkhulu

Complex Adaptive Leadership Approach in a South African Municipality: The case of uMzimkhulu Municipality



A. Internal Environmental Complexities Affecting Leadership Effectiveness in the uMzimkhulu Municipality

1. Does the leadership at uMzimkhulu Municipality face any internal challenges that affects affecting leadership effectiveness? Please explain in detail.
2. Does your staff resist any changes you propose within the organisation?
3. Does your staff have the requisite skills and attitudes required to adapt to any changes in the environment?
4. How prepared are your staff to work collectively as a team?
5. Do you face any challenge to your leadership from staff from other departments?
6. Have you faced any problems related to competition for resources Have you faced any problems related to competition for resources within the municipality
7. How serious is the problem of competing interests from different agencies interacting within the municipality
8. How serious is the problem of personality clashes in your municipality?
9. Is your leadership affected by the prevailing culture within the municipality?
10. To what extent is your leadership affected by too many centres of power within the municipality?

B. External Environmental Complexities Affecting Leadership Effectiveness in the uMzimkhulu Municipality

11. How do you characterize the external environment for a municipality such as uMzimkhulu?
12. How have you experienced the economic environment obtaining in the country in as far as affecting your effectiveness as a leader in the past 5 years?

ANNEXURE C
APPROVAL LETTER

<p>169 Main Street Private Bag 24 Unziskhulu 33007</p>		<p>Unziskhulu Municipality Tel: 033 252 5100 Fax: 033 252 5101</p>
<p>OFFICE OF THE MUNICIPAL MANAGER <small>AMATHA KUMKUNU KUNYAKHULU UNZISKHULU</small></p>		
<p>To : The Vice-Chancellor - University of KwaZulu-Natal</p>		
<p>From : Municipal Manager - Unziskhulu Municipality</p>		
<p>Date : 2019-10-30</p>		
<p>Subject : Permission to conduct study</p>		
<p>Sir/Madam,</p>		
<p>This communicate refers to the above subject.</p>		
<p>This serves to confirm that our municipality has been approached by Christopher Ndile Ngqoyiya student number 277052003 registered with the University of KwaZulu-Natal who intends to conduct study in our institution. His area of focus will be on the Complex Adaptive Leadership Approach in the South African Local Government's Case of Unziskhulu Local Municipality - South Africa.</p>		
<p>I wish to indicate that permission to conduct study is granted.</p>		
<p>Thank you.</p>		
<p>Yours faithfully,</p>		
<div style="text-align: center;"> MR A. J. SIBOSANA MUNICIPAL MANAGER</div>		

ANNEXURE D
INFORM CONSENT FORM
CONSENT LETTER

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL (For research with human participants)

Information Sheet and Consent to Participate in Research

Date:

Greetings,

I am Christopher Andile Ngqcoyiya (217082093), a PhD student in Public Policy at the School of Social Sciences in the College of Humanities, University of KwaZulu Natal, South Africa. My contact details are as follows:

Email: NgqoyiyaA@harrygwaladm.gov.za

Cellular +27726188751 (South Africa)

You are kindly requested to consider participating in a research study titled “**Complex Adaptive Leadership Approach in the South African Local Government: A case of uMzimkhulu Municipality, South Africa**”. This study seeks to investigate the effectiveness of an adaptive complex leadership style towards achieving optimal performance in a specific South African Municipality; the case of Umzimkhulu Local Municipality. The study is expected to include stakeholders such as mainly the managerial and non-managerial employees of uMzimkhulu Municipality. The researcher shall conduct interviews with the managerial employees under uMzimkhulu Municipality in KwaZulu-Natal province. Focus group discussion shall also be held with selected managerial employees. The researcher shall also administer questionnaire to operational employees for wider representation and in-depth analysis. Kindly note the following in respect of your participation:

- a. That your participation in this study is voluntary. You have a choice to participate or not. You may also withdraw your participation at any time you deem necessary without giving any reason;

3. Your participation is highly confidential and anonymous. No one has the right to know of your participation, the information supplied will not be linked to you for any reason except for the purpose of coding;
4. no incentives, monetary or otherwise is available to participants and no risk is envisaged;
5. all data, both electronic and hard copy, will be securely stored during the study and archived for 5 years after which all data shall be destroyed;
6. all information given shall be treated with strict confidentiality and will be analysed as aggregated statistics data strictly for academic purpose.

Kindly note that this study was approved having been screened by the Ethics Board of the School of Social Sciences, University of KwaZulu -Natal in South Africa with approval no.

In light of the foregoing, your honest response to the questions will be highly appreciated.

If you have any doubt, question or concern, you may please, call on the research supervisor; Dr. Sybert Mutereko (muturekos@ukzn.ac.za; +27312607951) or contact:

Mr. Premiall Mohun,
Humanities & Social Sciences Research Ethics Administration
Research Office, Westville
Campus Govan Mbeki Building
Private Bag X 54001
Durban 4000 KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557- Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Yours sincerely,
Christopher Andile Ngqcoyiya
Researcher

**CONSENT TO
PARTICIPATE**

I have been informed about the study entitled **“Complex Adaptive Leadership Approach in the South African Local Government: A case of uMzimkhulu Municipality, South Africa”** by Christopher Andile Ngqcoyiya.

I understand the purpose and procedures of the study.

I have been given an opportunity to ask questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

I have been informed about any available compensation or medical treatment if injury occurs to me as a result of study-related procedures.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researchers at NgqoyiyaA@harrygwalandm.gov.za; +27726188751, (South Africa); or

**Mr. Premiall Mohun,
Humanities & Social Sciences Research Ethics Administration**

Research Office, Westville
Campus Govan Mbeki
Building

Private Bag X 54001, Durban
4000, KwaZulu-Natal,
SOUTH AFRICA
Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Additional consent, where applicable:

I hereby provide consent to:

Audio-record my interview / focus group
discussion

YES / NO

Signature of Participant
Signature/Date of Witness (as applicable)
Signature of Translator (as applicable)

Date

ANNEXURE E EDITOR'S LETTER

Independent Editor
Dr Nhlanhla Landa

landamasuku@gmail.com
+27835841854

Professional
EDITORS
Guild

CERTIFICATE OF EDITING

This document certifies that a copy of the thesis whose title appears below was edited for proper English language usage, grammar, punctuation, spelling, and overall style by Dr Nhlanhla Landa whose academic qualifications and professional affiliation appear in the footer of this document. The research content and the author's intentions were not altered during the editing process.

TITLE: COMPLEX ADAPTIVE LEADERSHIP APPROACH IN THE SOUTH AFRICAN LOCAL GOVERNMENT: A CASE OF UMZIMKHULU MUNICIPALITY, SOUTH AFRICA


AUTHORS: ANDILE C. NGQOYIYA (STUDENT NUMBER: 217082093)

Note: The edited work described here may not be identical to that submitted. The author, at their sole discretion, has the prerogative to accept, delete, or change amendments made by the editor before submission. The completeness and accuracy of the reference list remain responsibilities of the client. Equally, the overall quality of the document is the responsibility of the client.

DATE: 13 December 2023

EDITOR'S COMMENT

The author was advised to effect suggested corrections in regards to clarity of terms, consistency in structure and logic, and expression.


Signature

PhD Applied Linguistics (UFH), MA Applied Linguistics (MSU), BA (Honours) English and Communication (MSU)
Professional Membership: A member of the Professional Editors Guild, South Africa

ANNEXURE F ETHICAL CLEARANCE



23 March 2020

Mr Christopher Andile Ngqoyiya (217082093)
School Of Man Info Tech & Gov
Westville Campus

Dear Mr Ngqoyiya,

Protocol reference number: HSSREC/00001193/2020

Project title: Complex Adaptive Leadership Approach in the South African Local Government: A case of uMzimkhulu Municipality, South Africa

Degree: PhD

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 17 March 2020 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. **PLEASE NOTE:** Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 23 March 2021.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hialele (Chair)

/dd

Humanities & Social Sciences Research Ethics Committee
UKZN Research Ethics Office Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X54001, Durban 4000
Tel: +27 31 260 8350 / 4557 / 3587
Website: <http://research.ukzn.ac.za/Research-Ethics/>

Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

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