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Investigating the Relationship between Effective Leadership and Self-Awareness

By

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Student Declaration

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ABSTRACT

Self-awareness is an essential component in how we as individuals go about our daily lives – both as participants in society and stakeholders in organizations. The way in which we lead, depends on the person we are. Knowledge of the self is a robust and expansive field in human development; one that has sparked an ardent business interest – this is due partially to the understanding into the impact of intrapersonal (softer) skills in leadership. Studies into the linkage between self-awareness and leadership have not been given as much of the spotlight over the years as other concepts such as communication, relationship building and emotional intelligence (EQ). The aim of this study was to expand on and critique the current literature that exists between the concepts of self-awareness and effective leadership as well as to explore a current real-life scenario in order to determine the relationship between self-awareness and effective leadership. The study adopted a quantitative research approach and involved inviting 115 subjects of a mortgage-financing institution to participate in a survey. These individuals were selected from a population of 765 using a purposeful sampling technique. The major findings from the analysis of the primary data found that the leaders considered themselves highly effective but perceived themselves as having lower levels of self-awareness. An inverse relationship between self-awareness and effective leadership was found during this study. Effective leadership was found to have a negative relationship to organizational performance, most leaders perceived organizational performance to be of average levels whilst perceiving themselves to exhibit high levels of the characteristics abundant in those of effective leaders. Recommendations for further research includes using alternative research methodologies so that those in executive and senior levels within the organization are rated from the perspective of non-executive and non-senior members. Those in executive and senior levels within the organization can be asked to rate themselves. The ratings could be compared to provide more validity and reliability to the study. The study can also be carried out on a more diverse level in terms of using different organizations across different sectors.

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Chapter One: Introduction

1.1 Introduction

This chapter provides an introduction for the study which is concerned with the investigation into the relationship between effective leadership and self-awareness. Firstly, the background for the study is provided. Thereafter, the problem statement is elaborated on. The research objectives and research questions are then highlighted. The chapter concludes by discussing the limitations of the study and providing a structure for this report.

1.2 Background to the Study

Over a period spanning many centuries the topic of leadership has generated much philosophical discussions and debates. Today the topic of leadership continues to engage researchers; its seemingly eternal nature has not only been regarded as an inevitable wonder of the human species but also a universal historical phenomenon (Allayarova et al., 2015).

Taylor, Wang and Zhan (2012) stipulate that in order to produce an effective leader, individuals' levels of self-awareness is of high importance. Hereford (2015) supports this view by stating that self-awareness is a pivotal component of effective leadership. The success and failure of an organization depends on the self-awareness leadership competencies exhibited by its leaders. (Sheldon et al., 2014) The authors go on to propose that a significant amount of self-awareness is required by leaders in order to drive organizational performance. Illies (2005) in his writings propagates that in reference to leadership, knowing and maintaining authenticity to oneself are essential qualities that predict the effectiveness of a leader.

Seeking the knowledge to know oneself is according to Cartwright (2007) one of the most difficult actions that one can pursue. Hereford (2015) expresses that the result of knowing and understanding oneself leads to improved decision-making, setting and achieving relevant goals and fundamentally living a more balanced and productive life. Leaders with a more positive concept of self and higher levels of emotional intelligence are more likely to display higher levels self-awareness – this results not only in the effectiveness of leadership having positive results but also the leader's psychological well-being having positive repercussions.

Leadership, which is one of the most important topics in human and social sciences is traditionally one of the more poorly understood subject matter - two major reasons exist for this misunderstanding. Leadership firstly, solves the predicament of how collective effort should be structured - consequently this is the key to effectiveness of the organisations. Positive leadership enables organisations to thrive and prosper, when this happens the wellbeing of those within it is enhanced. Secondly, from a moral standpoint corrupt leaders can perpetrate abysmal misery on those affiliated with their sphere (Hogan & Kaiser, 2005).

This study was conducted within an organization called SA Homeloans which operates around South Africa. The organization deals fundamentally with providing home loan services to individuals who wish to purchase properties in South Africa, switch their current home loan provider and restructure or refinance their home loans. This organization provided a diverse and sufficient sample size in order to generate raw data in order to conduct the investigation between effective leadership and self-awareness.

The omnipresence of change in today's world coupled with exponential growth in knowledge is transforming the way we live and work. Ranging from local to national perspectives – global markets and forces are transcendent. The advances in science and engineering have also brought with them dilemmas on the social, political and economic front. On an individual and collective level, it has become highly important for individuals and organisations to be able to respond to these changing conditions make informative decisions and take action that aims at resolving the challenges of the present and future (Koenig, 2011).

The desire to understand and influence and adapt to the environment is one of the dominating characteristics of the human species. It is this feature of humanity that has created dynamic collective arrangements. These structures require a level of control in order to perform optimally, and it is through leadership that this is undertaken (Páscoa et al., 2012).

1.3 Problem Statement

According to Hereford (2015) the self-awareness of leaders can have favourable impacts on the performance of followers, their attitudes and their levels of satisfaction. He goes on to proclaim that self-awareness facilitates the relationship between work performance and output. Analysis of successful leadership stories by Higgs & Rowland (2010) has found that these leaders all possessed a high degree of self-awareness. There is a growing body of empirical research on the relationship between self-awareness and leadership (Ashley & Reiter-Palmon, 2012).

Tijan (2012) propagates that self-awareness is what enables the greatest creators of organisations to overcome the challenges that leadership entails – through the projections of their convictions and simultaneous humility they are able to demonstrate open-mindedness about innovative ideas and contrasting views. Self-awareness is a critical factor in organisational success but this is not a new understanding. The trinity of self-awareness – “know thyself, improve thyself and complement thyself” – are common principles based on common sense but necessarily followed Tijan (2012).

Research conducted by Higgs and Rowland (2010) show that leaders who exhibited self-awareness were able to identify impulsiveness and struggles and then reflect on what could be done differently in order to turn the situation into a positive one. Self-awareness was evident in leaders who were willing to change – these leaders often sought the feedback of their peers and tended to look at situations from the perspective of the another in order to determine how best to lead the organisation in the best direction. Contrary to this, leaders of organisations with poor performance levels tended to be close-minded as stuck in their own beliefs so much so that they were unable to create positive change within the organisation. Self-aware leaders tend to be mindful, more inspirational and calm and are generally able to make clear decisions and address challenges in effective ways.

This research will explore the theories of leadership, examine self-awareness and thereafter explore the relationship between self-awareness and effective leadership.

1.4 Justification for the Study

There has been a fair amount of studies undertaken into how “knowing thyself” can lead to effective leadership and successful organisational performance. However with regards self-awareness itself, other softer aspects to leadership including communication, relationship building and emotional intelligence (EQ) have been elaborated more on in terms of their influences on effective leadership and organisational performance.

Self-knowledge is a vast and exciting field which businesses are taking a keen interest in – this due to the partly to the insight into the impact of intrapersonal skills on leadership.

The research project will seek to re-introduce leadership concepts and theories already established as well as create an understanding of self-awareness and its importance, and thereafter investigate the relationship between these two concepts.

1.5 Research Objectives

The objectives of this research are to:

- Examine Effective Leadership and its relevance to Organizational Success and,
- Investigate the relationship between self-awareness and effective leadership among leaders within organizations

1.6 Research Questions

The research questions for this study are to determine:

- What is Effective Leadership and how is it relevant to Organizational success?
- What is the relationship between Self-Awareness and Effective Leadership?

1.7 Research Methodology for the Study

A quantitative approach to research was utilized. The researcher made use of a descriptive survey instrument – a questionnaire to conduct the research study and undertook a review of literature surrounding the concepts of effective leadership, self-awareness and organizational performance.

1.8 Expected Outcomes

The results of the theoretical framework will aim to guide the deduction of whether a relationship exists between self-knowledge and effective leadership. This will add to the existing body of comprehensive and complex research on leadership that already exists.

Organisations can use this research to shape and mould current and potential leaders within their organisation and look to the awareness of self as an important characteristic in the recruitment process.

The research aims at establishing whether a relationship between the two concepts exist, further research into the process of improving self-awareness of leaders can be a possible extension of study.

1.9 Limitations of the Study

- The prospective participants for this study area substantial; the population that will be involved in the current study will focus on a medium-sized mortgage-financing organisation in Kwa Zulu-Natal, South Africa. The organisation is fairly new in comparison to its competitors and has been an innovative player within its field. The company provides an array of diverse individuals from the banking/finance sector. This will limit the sample size for this study.
- The sample that was targeted to participate in the survey have limited time in their schedules to complete a survey questionnaire. The questions on the survey were made to be simple and easy to understand and complete to ensure minimal time required to complete.
- Sample respondents may not answer honestly; this may lead to the results being inaccurately reflected as the opinions of all members of the included population.

1.11 Structure of this Dissertation

This report comprises of five chapters which is summarised below:

Chapter One: Introduction focuses on the problem statement, the background and motivation for choosing the research topic; seeks answers to the critical questions that will be asked in this research study, thereby meeting the aims and objectives of the work as a whole.

Chapter Two: Literature Review reviews and analyses the leadership and self-awareness literature that currently exists and determine the relationship between these two concepts.

Chapter Three: Research Methodology describes the system of methods and principles used to achieve the aim and the objectives of this research endeavour.

Chapter Four: Results, Analysis and Discussion presents, summarizes and discusses the primary data that was collected via the survey questionnaire and then discuss the findings in relation to the literature review.

Chapter Five: Conclusion and Recommendations provides concluding comments as well as recommendations based on the findings of this research study. The shortcomings and areas for further research will be highlighted.

1.12 Conclusion

This aim of this chapter was to provide an introduction to the study. The problem statement together with the background for the study was highlighted thereafter. The research objectives and research questions were stipulated. This chapter provided insight into the limitations of the study and then a structure for this report. The literature surrounding effective leadership and self-awareness is reviewed and discussed in the next chapter.

Chapter Two: Literature Review

2.1 Introduction

There are many theories that exist and have been proposed in relation to the relationship between human behaviour and leadership. The overall goal of this chapter is to review and analyse the leadership and self-awareness literature that currently exists and determine the relationship between these two concepts.

The chapter is broken down into: an overview of leadership and theories; an analysis of effective leadership, reviewing the concept of self-awareness, an analysis of organisational performance and understanding the relationship between effective leadership and self-awareness.

2.2 Leadership

Human civilisation has throughout its path of development been exposed to wide-ranging social power distribution configurations. The essence of society is tightly connected with the process of group organisation, structure and the formation of the institution of power. The framework for the institution of power development in society can be traced back to the time when structured groups in society were categorised as the dominant minority and subordinate majority. The reality of humanism was that authority had become the fundamental starting point which separated society, created structure and created hierarchical patterns (Allayarova et al., 2015).

According to Day, Fleenor, Atwater, Sturm & McKee (2014) the literature surrounding leadership has a long history spanning over a century. The term “Leader”, according to the Oxford dictionary came about in the during the 18th century and could be illustrated by one who was “an authoritative member of a social organisation, whose personal ascendancy allows him to play a significant role in social process and situations in collective, group and society relationship adjustment; a person capable of influencing others in order to integrate a group’s joint-cooperation geared to serving the interests of this group” (Semigin, 1999, cited in (Allayarova, Kalashnikova & Moiseenko, 2015, p.44).

Kempster & Parry (2011) state that it is through human interactions that leadership is sustained. Whether or not we are aware of it, it is us who interpret, sustain and elaborate the creation of leadership. The construction of leadership they argue can be generated to replicate past antecedents which may be illustrated from our local relationships and global stories.

According to Dumitriu, Timofti, Nechita & Gheorghe (2014) the process of leadership occurs when a person, the leader, selects an individual or a group of individuals to execute actions that will fulfil well thought out and defined objectives that are rooted deeply in a solid vision. The manifestation of leadership within organisations is influenced greatly by a range of elements, Trivellasa & Reklitisb (2014) assert that it was Aristotle, almost 2300 years ago that came to the primary realisation that leadership can be based on three elements: relationships, values and process. Dumitriu, et al (2014) further state that the fundamental factors of leadership is the leader's personality, the followers traits and the context of where leadership occurs. The synergy between these three elements gives rise to style of leadership within the organisation irrespective of the specifics of the organisational activities.

Leaders of today participate in a volatile, uncertain, complex and ambiguous business environment. The challenges that leaders face addressing include reducing these aspects in order to provide a favourable vision which can and is shared by those they lead. Leaders should ideally have a sense of purpose and a vision that is guided, one that assists in bundling individual and organisational energy as well as charting the organisation through bumpy and possibly murky waters (Maak & Pless, 2006).

The successes of an organisation as well as the well-being of employees and citizens are highly dependent on leadership – the importance of leadership cannot be stressed upon enough. According to Hogan and Kaiser (2005:170) “in the context of human origins, leadership is an adaptive tool for individuals and groups to survive.” Over a period spanning over many centuries this complex topic has generated much philosophical discussions and debates. Today the topic of leadership continues to engage researchers; its seemingly eternal nature has not only been regarded as an inevitable wonder of the human species but also a universal historical phenomenon (Allayarova et al., 2015).

2.2.1 Leadership Defined

One of the most zealously reviewed socially influential process in humanity is leadership; the motive behind this lies with the dependency of the success of organisational, economic and political systems on the efficient and effective guidance of leaders (Parris & Peachey, 2013). According to Lichtenstein et al. (2006); society is infatuated with leaders – these individuals who are in positions of power and who often subscribe to some form of grandeur and greatness. The traditional Western thinking behind leadership is that these individuals have the ability to plan the future, make rational decisions and execute the correct action in order to achieve said planned future.

Obiwuru et al. (2011) has propagated that the literature that surrounds leadership is of great importance in the organisational fields, this concept is one that has the most vibrant and influential impacts amongst the interaction between the individual and the organisation. To put into perspective, the ability of management to achieve the goals of the organisation is highly dependent on the abilities and skills of the leaders within the organisation. It is the leader who is tasked with not just creating motivating factors to unleash follower's potential but also meeting the goals of the organisation in order to fulfil the bigger and greater vision of the organisation.

Hogan and Kaiser (2005) argue that there are three ways that leadership can be described – firstly it is possibly the single most vital issue in the social/human sciences which is real and vastly consequential. Secondly, leadership entails the performance of individuals, groups and organisations – positive leadership promotes team effectiveness and improved group performance, negative leadership can lead to the degradation of life quality for everyone associated with it. Lastly, the personality of a leader is a predictor of leadership; the way one leads is dependent on who the individual is.

Stone, Russel and Patterson (2004) have stipulated that the various research studies undertaken throughout the years can ultimately identify two elements to leadership: the task or production element and a relational or people dimension. Leadership is according to Datta (2015), essentially the process where a group of individuals are influenced to achieve shared goals, the fundamental function of leadership being to direct and change movement of an organization. Parris & Peachey (2013) identify that the abilities used to inspire groups within an organization to work enthusiastically towards shared objectives is what leadership is all about.

The usual definitions of leadership flow along the lines of people who are entrusted with an organisation as well their units – as such leaders can be defined as people. It is good to note however that there are skills that are required to navigate through the status hierarchy of large bureaucratic organisations. People who rise up in organisations can be distinguished by the hard work, intellect, drive and ambition, political skill as well as luck but not always by a talent for leadership.

The literature surrounding the definitions to leadership is quite substantial, some of these definitions include:

- *“Act of inspiring subordinates to perform and engage in achieving a goal”* - (Business Dictionary 2015).
- *“Ability of a company's management to make sound decisions and inspire others to perform well”*– (Investopedia, 2015).
- *“Leadership is relational (i.e. involves followers), is a process (leader does something), and induces others to act.”*- (Burke & Cooper, 2006).
- *“Leadership is usually defined in terms of the people who are in charge of organizations and their units; by definition, such people are leaders.”* (Hogan & Kaiser, 2005).
- *“Leadership is to enlarge peoples’ goals, to raise their standards, to build man's personality beyond its usual limits.”* (Drucker, 2010).

The above definitions have in agreement that fundamentally leadership’s is a relationship process that is concerned with constructing and maintaining effective teams by influencing and persuading individuals to submit to the objective of a common goal by surrendering their selfish pursuits. This is in line with Paris and Peachey (2013) who describe leadership as a skill that is used to influence the followers within an organisation to actively achieve goals that were identified for the common good of the organisation. They go on to elaborate that a good leader is one who creates a vision for the organisation, communicates this vision throughout the organisation, strategizing the best way in which this vision can be achieved and guides and drives the followers within the organisation in to this new direction in order to achieve the vision. The importance of followers within an organisation cannot however be stressed enough; it is these people who ultimately launch the organisation into a successful entity.

According to Lichtenstein et al. (2006) to insightfully comprehend the constituents of leadership is to acknowledge that leadership is ultimately the product of the interaction between the role players – it is more than just a skill, a talent, an interchange or a figure, it is the through the dynamic interactions of individuals that leadership is born.

2.3 Effective Leadership

All organisations care about leadership, however it is not about which leadership theory or model is right for the organisation but essentially how to create effective and efficient leaders (Day et al., 2014). Drucker (2005) states that: *“The number one job of an executive is to ‘be effective.’ Being effective is defined as ‘getting results,’ and getting results is defined as ‘getting the right things done.”*

Leaders of today participate in a volatile, uncertain, complex and ambiguous business environment. The challenges that leaders face addressing include reducing these aspects in order to provide a favourable vision which can and is shared by those they lead. Leaders should ideally have a sense of purpose and a vision that is guided, one that assists in bundling individual and organisational energy as well as charting the organisation through bumpy and possibly murky waters (Maak & Pless, 2006).

According to Hogan and Kaiser (2005) the effectiveness of leadership should be evaluated in relation to the group’s performance over a time period. According to Snowden and Boone (2007) good leadership involves openness to transformation on an individual basis. Leaders who are truly adept are able to change the behaviour and decisions to the context at any given time. Good leaders are also able to prepare the organisation for to fathom these different contexts.

Kaiser *et al* (2008) propagate that literature regarding the measurement of leadership can be measured in two ways, emergence and effectiveness; they further conclude that the effectiveness of leadership should be benchmarked in relation to the group or team performance for which a leader is responsible for. Leaders do not alone achieve results, they can however influence followers to contribute to organisational goals and achieve results.

Fundamentally, the success of an organisation as well as the well-being of employees and citizens is highly dependent on effective leadership – the importance of leadership cannot be stressed upon enough. According to Hogan and Kaiser (2005:170) *“in the context of human origins, effective leadership is an adaptive tool for individuals and groups to survive.”*

2.3.1 Effective Leadership Defined

Being effective and efficient is one of the most important goals of any organisation, the optimisation of these two concepts can lead to positive impacts and results for the organisation, this being said the ability of an organisation to be efficient and effective is dependent on a leader's ability to perform effectively, that is to create goals and objectives that result in the organisational vision being achieved in the most efficient and effective manner.

Burke and Cooper (2006) make an important point by stating that effectiveness of leadership, although influenced by the personal characteristics of the leader ultimately is only effective if it produces results. According to Yukl (2008) the performance of an organisation can be improved through leadership's influence over the factors of performance. An example of influence is how the leader interacts with stakeholders of the organisation (subordinates, peers and outsiders). Decisions revolving around management programs, systems and organisational make-up are another form where leaders can influence performance. Leaders can also influence organisational performance through the decision-making process around the competitive strategies that the organisation will pursue. These three forms of influence can and must be used together consistently in order for effective (strategic) leadership to occur.

According to Koenig (2011) leadership effectiveness involves the ability to motivate, monitor and engage in lifelong learning, Yukl (1999) propagates that leadership theories such as transformational and charismatic models attempt to shed light on effective leadership these however have their weaknesses. Lichtenstein et al. (2006) demonstrates that effective leadership does not necessarily rely solely on the leader himself. Stone, Russel and Patterson (2004) determined that the most effective leaders integrate their skills and the skills of their employees and that effective leadership is ultimately defined by two concepts: concern for people and the concern for output.

Just like the definition of leadership, the definition of effective leadership differs from one author to another according to Datta (2015). The majority of academics appraise the effectiveness of leaders in terms of results of the influence on a leader on a single person, group or organisation, Yukl (1999) stipulates that the most commonly used method of evaluating the effectiveness of a leader is to determine the degree that the goals of the organisation have been met through facilitation and the level at which the group's performance has been enhanced. Some general measures of how effective a leader is can be illustrated by looking at the organisation's accounting figures such as the return on

investments, sales figures, net profits, the margin of profits, market share and value just to name a few. Dorfman *et. al* (2012) suggests that a leader's perceived effectiveness is symbiosis between the expectations of the organisation and its constituents and the behaviour of a leader. Koenig (2011) simply define effective leadership as seen from the eyes of their followers. Effective leadership is ultimately doing the right things at the right time in order to fulfil the vision of the organisation.

2.3.2 Theories of Effective Leadership

The Global Leadership and Organisational Behaviour Effectiveness Research (better known as the GLOBE) project was established in creating a universal model of leadership; however the dynamism of leadership and cultural differences in different areas of the world have shown that creating a common approach to leadership comes with great difficulty as universal approaches manifest differently in different regions (Ayman & Korabik, 2010). This being said, the theories of leadership seek to clarify and categorise the dynamic makeup of leadership and the results of it.

The various ways in which an organisation is led has a different effect on the performance of the organisation, Schoel *et al.* (2011) stresses the importance of leadership styles by explaining that it is through the style of leadership that the group is guided and lines of responsibility are drawn. Fundamental studies on leadership focus on leader's behaviour – this includes the actions of a leader and what they do in order to achieve goals. The different styles and theories of leadership create differing power distributions within an organisation, it determines who's needs are met and how and guides the decision-making process throughout the value chain within an organisation. Mwithi (2015) promulgates that the importance of competent leadership is an essential function of any institution; he goes on to explain the significance of inspiring, motivating and persuading followers in achieving goals. Schoel *et. al* (2011) however goes on to explain that the success of leadership style is not just based on the leader himself but the context of the situation is very relevant and that different styles of leadership should be executed dependent on the situation itself.

Numerous theories and styles of leadership currently exist, behavioural theories of leadership were very much alive and dominant during the 1970's, according to Yukl (1999) examples of such leadership theories include: House & Mitchell's Path-Goal Theory, Graen & Cashman's leader-member exchange approach and Vroom & Yetten's normative decision theory. In 1978 James McGregor Burns propagated that two types of leadership are relevant to modern-age: transactional and transformational leadership

(Dumitriu et al. 2014). These theories are all relevant to effective leadership and will be listed diagrammatically below and then followed by an overview of each theory:

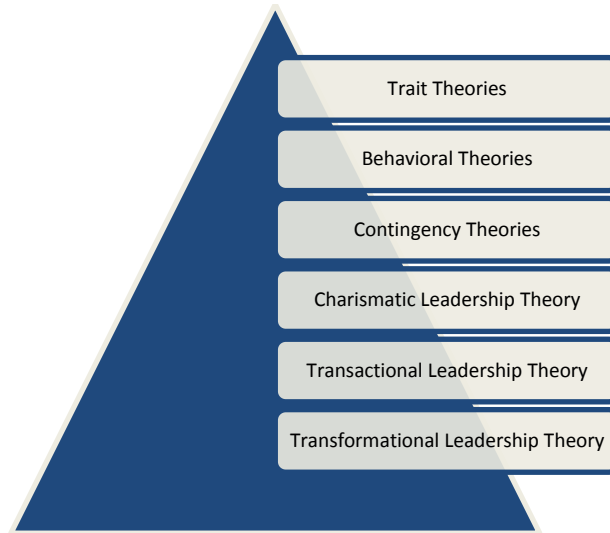


Figure 1: Theories of Effective Leadership

Trait theory as the name suggests is involved with the qualities and characteristics of the leader of which lead to the effectiveness of a leader. However, over the years to pin point common traits has been difficult due great leaders having quite distinct personality characteristics. This theory also tends to be limited in addressing the failures of leadership and the traits that resultant of such failure. However, some characteristics – intelligence, charisma, knowledge and cheerfulness may assist in leaders becoming more effective however relying solely on these characteristics may not guarantee successful and effective leadership (Chakrabarti, 2016).

Behavioural Theories are quite similar to trait theories in that they both seek to identify specific behaviours and traits in order to establish what leads to successful leadership. According to behavioural theories, a leader may demonstrate task or people orientated behaviours and make use of authoritarian, democratic or laissez-faire styles of leadership. According to Schoel et al. (2011) a more democratic style of leadership can be described as one whereby there is a high level of group involvement, whereas with an autocratic leadership style leaders make decisions without any input from followers. A laissez-faire approach to leadership according to Eagly, Johannesen-Schmidt & van Engen (2003) is one whereby the leader is generally absent of has inadequate participation during imperative junctures within the organisaiton. The preferred leadership style however resulted in differing results under differing circumstances. The shortcoming of this approach is that is overlooks the environment in which such behaviours are executed, it fails to address situational factors (Trivellasa & Reklitis, 2014).

According to Chakrabarti (2016) contingency theories were developed to address the shortcomings of both the trait and behavioural models of leadership. Contingency theories essentially propagate that the effectiveness of a leadership is a symbiotic relationship between the leader's behaviours, traits and the environment (situational factors). He goes on to identify four sub-categories of this theory:

- The Fred Fiedler Contingency Model which is based on the assumption that the performance of the group is dependent on the leader's style as well as the positivity of the situation, fundamentally that some leadership styles will achieve better results in certain environments. According to Ayman & Korabik (2010) - in 2010 Roy Ayman summarised and updated this model of effective leadership, this updated model predicted the work orientation of the leader by interfacing that the leader's control over a situation will affect the effectiveness of the group.
- Hersey-Blanchard Situational Model propagates that the style of leadership should work hand-in-hand with the maturity levels of the subordinates and that depending on the followers level of maturity the following leadership styles may be adopted:
 - *"Telling (High Task-Low Relationship)"*
 - *"Selling (High Task-High Relationship)"*
 - *"Participating (Low Task-High Relationship)"*
 - *"Delegating (Low Task-Low Relationship)"*
- Path-Goal Model developed by Robert House stipulates that group performance can be motivated using different avenues such as rewarding goal achievement, creating clear paths in order to achieve objectives and minimising or all together negating obstacles to perform. Four behaviours of leadership were recognized in this model these being: the orientation towards achievement, directedness, support and participation – this model also assumes flexibility in a leader's style depending on the situation at hand.
- Vroom-Yetton Model: this model simply suggests that through decisions trees and a consideration of various scenarios a leadership style may be selected.

The theory of Charismatic Leadership is one based on a charismatic leader – one who commands authority through his charismatic personality. The three fundamental constituents of this leadership model are the ability to empathise with followers, the skill to empower individuals and groups and the

confidence to envision. The background to this theory is that people are most likely to follow and commit to people who exhibit heroic-like qualities.

Transformational and transactional leadership have since been the forerunner in leadership theory since the 1980's, unlike the predecessors of these theories which placed a lot of basis on logic, these two theories tend to be more emotionally and value based. These newer age theories give respect and significance to the symbolism of a leader's behaviour and responsibility in creating noteworthy paths for followers. The more recent theories of leadership assist in creating an understanding of leadership influence on followers; from motivating such followers to give up selfish pursuits in order to attain a greater good to committing to achieving challenging goals and reaching or superseding their potential (Yukl, 1999). Obiwuru et al. (2011) disseminates that there are two-factors that distinguish the ordinary leader from the extraordinary leader, these being transactional and transformational leadership. Transactional leadership as described by the same author is built on a traditional existence between a leader and a follower; that is obedience (effort, output and allegiance) is exchanged for anticipated compensation. Dumitriu et al. (2014) confirms this definition adding further that this form of leadership using money or another form of reward and at times punishment to influence follower's to perform.

In stark contrast to transactional leadership, transformational leaders attempts to and are successful at elevating the levels of consciousness of their follower's with regards to the importance and vision of the organisation. In this type of leadership, follower's believe in and identify strongly with their leader as well as the vision of the organisation; this further enables them to go beyond themselves in order to achieve the goals of the organisation (Eagly et al., 2003). Obiwuru et al. (2011) motivates that it is through this aggregate engagement on an emotive, intellectual and ethical level that followers are able to progress to their full potential and accomplish beyond expectations. García-Morales, Jiménez-Barrionuevo & Gutiérrez-Gutiérrez (2012) further elaborate on transformational leadership by stressing the relevance of emotions, values and encouragement of out-the-box thinking from followers in this leadership style.

Jin, Seo & Shapiro (2016) identify the following characteristics that make a leader transformational: moral, ethical and personal conduct is of a high level, creators of a robust vision, challenger of the norms and encourager of out-the-box thinking, concerned with follower's developmental needs. These characteristics which were initially developed in 1991 by Bruce Avolio can be summed up as the four

fundamental behaviours that makeup transformational leadership: “*Idealized influence (or charismatic influence), inspirational motivation, intellectual stimulation and individualized consideration.*” (Stone et al., 2004) These four characteristics have been identified due to the effect that they have on followers – these are the leadership characteristics that lead turn employees into top and high performers. The age-old question of whether leaders are born or made has boggled the minds of academics for years, according to Jin, Seo & Shapiro (2016), transformational leaders can either be born or made, their findings conclude that in order to lead others in a transformational manner leader’s require constant positive feelings at work. This ultimately stems to the personality of the leader or how self-aware the leader is – transformational leadership is however still considered to be the most effective ways to lead an organization.

2.3.3 What makes an Effective Leader?

The way in which a follower perceives a leader is a common indicator of the effectiveness of a leader. Some relevant questions in determining what makes an effective leader include: To what extent and how successfully follower’s needs and expectations are met; is the leader liked, respected, admired; is the leader perceived to have a high moral and ethical code; are followers committed to fulfilling the requests of the leader – answering these questions amongst others lead to deciding whether a leaders can be considered to be effective (Datta, 2015).

Leadership (2015) considers the following traits and characteristics that a leader should possess in order to execute effective leadership. Further to these listed below in Table 1: Characteristics of Effective Leadership [adapted from Leadership (2015)], Goleman (2004) states that leaders who are effective possess a high degree of emotional intelligence (EQ).

Koenig (2011) stated the follower’s usually perceive leader’s to be effective if they possess the virtues of integrity, decisiveness, competence and vision, Dorfman et al. (2012) elaborates further by distinguishing the superior effective leader from an inferior leader by the following qualities: High as opposed to low levels of charisma, more visionary than practical, highly participative as opposed to aloof, keen sense of human interaction as opposed to being singular and again aloof, autonomous rather than dependent and protective of the self – healthy boundaries are projected. Datta (2015) propagates that there exists various dimensions in evaluating what truly makes an effective leader, some imperative characteristics include the follower’s respect towards the leader, the commitment of

the follower to meet requests from the leader, the ability of the leader to enhance the solving of problems and most importantly the flexibility of the group to address crises and deal with change.

Characteristic	Description
Proactivity vs. Reactivity	Effective leaders are always thinking three steps ahead. They work to master and familiarise themselves with their environment in order to avoid problems beforehand.
Adaptability and Flexibility	Effective leaders are able to adapt to new surroundings and handle uncomfortable and unexpected situations.
Great communicator	Effective leaders are good listeners; they understand the requirements of others, ask many questions and consider all options – this enables them to lead in the right direction.
Respectful	Giving respect ultimately gains respect
Quiet Confidence	An effective leader is humble and sure of him/herself
Enthusiasm	A motivated leader who is excited the people are more willing to follow – excitement is contagious.
Open-mindedness	An effective leader considers all options before decision-making.
Resourceful	Effective leaders use all available resources
Rewarding	Effective leaders recognise the efforts of others and create methods and means to reinforce and reward those actions.
Well-educated	Knowledge is power – increased knowledge about issues will increase effectiveness in leading
Openness to Change	Effective leaders are open and willing to change; they deliberate and take into account all points of views and are prepared to change circumstances/ situations/ policies/ procedures that do not serve the group as a whole.
Interested in Feedback	Effective leaders welcome feedback and see it as a gift to improve.
Evaluative	An excellent leader will regularly appraise and alter programs and policies that are not working.
Organised	The effective leader is prepared for everything from meetings to events.
Consistent	Consistence is key to gain the confidence and respect of followers.
Delegator	An effective leader understands that one person cannot do everything. Effective leaders understand and are aware of the competencies of the people around him/her and will thus delegate tasks accordingly.
Initiative	An effective leader must play a key part in the planning and implementation of new ideas, events, programs, policies, etc.

Table 1: Characteristics of Effective Leadership [adapted from Leadership (2015)]

Effective leaders are competent and credible according to Koenig (2011) but most importantly the author draws on research to conclude that personality and effective leadership are linked – Judge *et. al.* (2002) as cited in Koenig (2011) summarizes the findings of a meta-analysis studying the relationship between leadership and personality. This study gave rise to the Five-Factor Model which includes the dimensions of Extraversion [sometimes referred to as Neuroticism; Hofstede & McCrae (2004) as cited in Ayman & Korabik (2010), Agreeableness, Conscientiousness, Emotional Stability and Openness. These traits are fondly referred to and considered as the “superordinate”, universal personality traits (Ayman & Korabik, 2010).

The trust that followers have in their leaders are imperative for effective leadership, thus trustworthiness is another quality that makes an effective leader. There are however many barriers of trust that a leader will need to overcome in order to gain the trust of their followers, followers need to see that their leaders are able to understand and manage the emotions of others, this has been propagated by Monzani, Ripoll & Peiro (2015) as being one of the fundamental ways in which leaders can gain the trust of followers and thereby contribute to the organisation by being effective leaders.

The importance of leaders and leadership cannot be stressed upon enough, effective leaders are linked to work teams who perform successfully, possess a high level of morale and operate at peak levels of performance, whilst the flip-side is that ineffective leaders are linked to worker dissatisfaction, low levels of commitment and failing performances (Burke and Cooper, 2006).

However, according to Avolio and Gardner (2005) characteristics such as those mentioned above are all preconditions for effective leadership however they are not enough. In order to be effective the use of these skills and traits in order to acquire skills, develop vision and implement the vision within the organisation all constitute as effective leadership.

2.4 Self-Awareness

Jabr (2012) claims that human-beings are more than the conscious – we are also aware of self. The development of favourable self-regulation and healthy relationships and experiences are born out of and driven from awareness. Awareness comprises of many different constituents, which include social, emotional and cognitive facets; cognitive awareness can be described as the ability of an individual to identify the structure of their cognisance, perception, understanding and thinking (Erden, 2015).

Avolio and Gardner (2005) express the when individuals take cognisance of their own existence self-awareness occurs. They go on to describe self-awareness as a continuous process rather than a destination whereby an individual discovers himself. Self-awareness is according to Avolio and Gardner (2005) one of the key components of effective leadership. Views on how consciousness and self-awareness have been deliberated amongst scientists however a clear division can be made between the both. Consciousness is being aware of one's surroundings and physical body, self-awareness however recognises not only the consciousness but also understands that one's existence.

Self-awareness is highly relevant and cannot be overstated, according to Ashley & Reiter-Palmon (2012) numerous studies have theorized that human civilization has been born out of the capacity to self-reflect. They go on further to attribute technological advancements and cultural growth to stem from the capacity of individuals to think symbolically, logically and complexly about the self and changes required to make the future a better place.

According to Illies (2005) self-awareness is a component to one's authenticity [the psychological make-up reflecting the clear operation of an individual's truism or one's core in daily undertakings]; it is inclusive of an individual's inherently contradicting aspects of self as well as the role that these contradictory aspects play in the influencing of emotions, thoughts, actions and behaviours.

The essence of people who possess a high degree of self-awareness is that they are able to recognise how their feelings affect themselves, others as well as the way they perform their jobs. A self-aware individual who understands what brings out the worst in him is able to take the relevant precautionary measures to minimise the negative effects that such an event or situation will bring about (Goleman, 2004).

2.4.1 Self-Awareness Defined

Self-awareness has been adopted under various academic disciplines, which suggests that the concept of self-awareness can be explained in a number of areas. According to Sadri (2012) self-awareness is one of the personal competencies of emotional intelligence (the skill to self-motivate and overcome challenges, to control short-term impulses in order to achieve delayed but more meaningful rewards, the regulation of one's temperaments, ability to control one's thinking, to sympathise with others and be optimistic.

Definitions vary however self-awareness can essentially be characterised by an inner process of appraisal in which individuals make self/standard assessments in order to become better individuals through improved knowledge of the self (Ashley & Reiter-Palmon, 2012). Self-awareness refers to an individual's ability to become the focus of one's own attention, this happens when the individual paying attention to the internal occurrences by reflecting within and processing the information gathered from within (Morin, 2006).

Goleman (2004) defines self-awareness as an individual's capability to identify and comprehend their own moods, emotions and drivers as well as the effect that they have on others. Hernandez et al. (2015) agrees with this definition and stipulates that self-awareness comprises of inner and outward elements which lead to stable traits within an individual through the knowledge of one's internal resources which is at the forefront of self-regulation. Taylor, Wang & Zhan (2012) define self-awareness the process of self-appraisal that uses inner and outer information in order to evaluate the self as well as how others perceive the self.

According to Goleman (2004), self-awareness is the fundamental component of emotional intelligence. Being self-aware essentially comes down to having a deep understanding of one's emotions, strengths, needs, drives and weaknesses. Self-aware individuals exhibit candour – both with themselves and others; they are individuals who possess healthy levels of hope and are not overly critical

Taylor, Wang and Zhan (2012) identify two pivotal constituents of self-awareness: the understanding of oneself and the ability to estimate the perceptions that others have of oneself. The first component which identifies the resources that one has which includes the knowledge of the individual's strengths and weaknesses, internal vision for life, fundamental morals and beliefs, factors that motivate the individual as well as the individual's personality characteristics. It effectively being knowledgeable of

one's own makeup. Being able to assess others in terms of their emotions, thoughts and preferences and the ability to influence these is the second component of self-awareness.

2.4.2 What makes an Individual Self-Aware?

Avolio & Gardner (2005) proclaim that self-awareness is the result of an individual being mindful of their own existence, the makeup of such existence and the framework that they operate within. They go on further to point out that like happiness, self-awareness is not a destination point but rather a process that continues throughout a person's life upon greater understanding of oneself, potential, experiences, values and beliefs.

An individual who is self-aware can be recognised by their general honesty and ability to realistically assess themselves. Such individuals are able to communicate in an open and accurate manner that is not necessarily confessional or effusive. Self-aware individuals are frank in admittance to failure and often relay their tales quite openly and happily. Goleman (2004) states that 'one of the hallmarks of self-awareness is a self-deprecating sense of humour.' It is also during performance reviews that self-aware individuals can be identified. Individuals who exhibit self-awareness are candid and comfortable in communicating both their strengths and weaknesses. Self-aware individuals welcome constructive criticism; in contrast self-unaware individuals tend to interpret this as the threat or sign of personal failure. Self-confidence is another key trait of self-aware individuals; these individuals have a keen sense of their capabilities and it is much less probable that they will over-extend themselves. This does not however mean that these individuals are not prone to ask for assistance, they do when need be. Self-aware individuals are likely take on calculated risks and will unlikely request challenges that they know cannot be handled by them alone.

An individual's goals and value is understood more with increased levels of self-awareness. A self-aware individual understands and is knowledgeable of his path and why he wants to undertake a journey on such path. A less self-aware individual is prone to making decisions that bring about inner turmoil that treads on buried values. Self-aware individuals make decisions that gel with their values; it is often because of this that they find their work to be energising (Goleman, 2004).

Self-aware individuals exhibit high levels of self-consciousness, self-reflection, rumination, insight, creativity, emotional intelligence, empathy, ability to accept criticism, self-efficacy, high internal locus of control and the ability to self-monitor and motivate (Morin, 2006).

Self-awareness according to Ashley & Reiter-Palmon (2012) is a skill and can thus be trainable in nature. Ashley & Reiter-Palmon (2012) have through various studies summarized the way in which self-awareness is measured; this scale can be utilized along the following areas:

- The behavior of the individual in terms with his preoccupation with the past, present and future
- Individuals sensitivity to his inner feelings
- The ability to recognize one's strengths and weaknesses
- Individuals ability to look inward and conduct introspection
- Ability to envision oneself
- The individual's ability to be aware of their physical characteristics and the way in which they present themselves.
- Ability to be mindful of the assessment of others.
-

According to Illies (2005) individuals with positive self-images believe in themselves (they possess high levels of self-worth and self-esteem) and believe that they are generally able to accomplish things; they are emotionally stable and have internal locus' of control. Self-aware individuals have amplified levels of self-acceptance – this would ultimately lead to the development of more constructive relationships with others as well as the capacity to master one's setting.

2.5 Effective Leadership and Organisational Performance

Organisations currently compete in global territory which is not only competitive but is also rife with financial crises at some point or another. The substantial and constant changes in the political, environmental, social, technological, economical and legal framework make it imperative for organisations to be flexible and adaptable to change in order to remain viable. It is usually on the shoulders of leaders and managers to drive this change throughout the organisation in order to keep the organisation's performance positive (Azanza et al., 2013).

The performance of an organization refers to the actual results of an organization; this is measured against the outputs initially intended as well as the goals and objectives that were initially put into place. Organizational performance is ultimately measured along three dimensions: financial performance (including investment return, profitability, and return on assets/capital), the market performance (including the organization's market share and sales output) and the return of the shareholder (dividends, share value and economic value added) (Mwithi, 2015).

Heckscher (1994) as cited in Lichtenstein et al. (2006) proclaims that an effective organization is not built and managed by a single leader; it is ultimately the inputs of numerous individuals that attempt to improve the entire organization which accumulates over long periods of time. This being said, the effectiveness of a leader cannot be ignored in determining the success of an organization. Mwithi (2015) proclaims that the performance of every individual within the organization is imperative in the success of the organization through the accomplishment of goals and objectives and this drive depends on the quality and effectiveness of leadership which directly influences the performance of an organization.

Koenig (2011) agrees with the above sentiment and declares a more human approach that determines positive performance of an organization; she proclaims that it boils to five components: talented personnel which are acquired through great recruitment practices and leadership; personnel who are motivated – these individuals are willing to push their limits in order to perform, she proclaims further that this element is directly related to management performance; the third component is a capable and talented management team; and effective strategy in order to outpace the rivalry is the fourth component and lastly tools and systems that enable leaders to monitor all the above components.

The way in which an organization is led is thus of high importance; Koenig (2011) elaborates further by collaborating various studies on leadership and organizational performance and stating that it is personality that forecasts the style of leadership, it is leadership style that predicts the attitudes of the employees and the functioning and dynamics of teams and it is the attitude of employees and the functioning of teams that predict organizational performance. According to Koenig (2011) personality does predict the effectiveness of leadership, however she did initially question if this actually matters in the performance of an organization, further in her research it is concluded that effective leadership is relevant to organizational success, leader's influence all the levels of an organization in differing ways; for example the personality of the leader is able to manipulate the workings of the top management team which will cascade down to influence the other members of the organization.

Obiwuru et al. (2012) share the same initial skepticism of Koenig as to the link between leadership and organizational performance; however various studies have shown the reliance of leadership and organizational performance (Melo et al., 2014). During challenging times leadership has always proven to be more difficult, achieving organizational performance during such times are also difficult, but it is during these tough times that an effective leader shines. Leaders who lead with goals and purpose,

values and integrity who are able to recoup after disastrous events and display high levels of resilience are imperative for the sustainability of organizations (Avolio & Gardner, 2005).

The understanding of the impact of leadership on organizational performance is of significance and there are many researchers who argue that leadership is one of the most important drivers of an organization's performance. Obiwuru et al. (2011) propagate that in order for improvement in performance, the sustainability of competitive advantage and management development – effective leadership is of the utmost importance. There is a great need for transformational leadership for improved business performance to occur (García-Morales, Jiménez-Barrionuevo & Gutiérrez-Gutiérrez 2012). It has also been argued that different sizes of organizations require a different form of leadership, for instance transactional leadership is more appropriate for a smaller enterprise but such organizations should aim at transitioning into a more transformational leadership approach as they grow and develop.

According to Yukl (2008) the performance of an organisation can be improved through leaderships influence over the factors of performance. An example of influence is how the leader interacts with stakeholders of the organisation (subordinates, peers and outsiders). Decisions revolving around management programs, systems and organisational make-up are another form where leaders can influence performance. Leaders can also influence organisational performance through the decision-making process around the competitive strategies that the organisation will pursue. These three forms of influence can and must be used together consistently in order for effective (strategic) leadership to occur.

Burke and Cooper (2006) make another important point by stating that effectiveness of leadership, although influenced by the personal characteristics of the leader ultimately is only effective if it produces results. In any event, it is good leadership that leads to good organizational performance. Every organization is subject to error-making in some form and at some point, most organizations has a share of "bad" managers, there are also many organizations who merely write down strategy without the intention of following and executing it, organizations who fail to monitor performance in key areas also exist, however it is through effective leadership that organisations can overcome challenges, develop and grow (Higgs & Rowland, 2010).

Sheldon, Dunning & Ames (2014) state that is a requirement for organisations to possess efficient leaders who are able to direct people along the right path in order to achieve the organisations mission, vision and values. It is the leaders who are enlisted with solving problems and are able to steer individuals and groups through challenges and achieve more. The fundamental goal of an effective leader is to unite the business in working towards organisational goals which is imperative for business performance and success.

2.6 Effective Leadership & Self-Awareness

The image of leadership has over time undergone vast amount of evolution, Ayman and Korabik (2010) express that the socio-emotional leader is the true leader due to people skills not being contextually dependent as are task skills. According to Hogan and Kaiser (2005) leadership can ultimately be arranged into two categories – the troubadour and academic tradition, although the more popular of the two, the troubadour tradition is a collection of opinions with little facts to support them. Academic tradition however, is a striking contrast which has been referred to by the same authors as a “collection of dependable empirical nuggets”. The result of these two trends in leadership literature is that historically personality of a leader has been ignored. Secondly, leadership has been routinely defined by researchers as standing out in a crowd or as holding senior or more authoritative positions in an organisation. Hogan and Kaiser (2005) also proclaim further that team performance is also affected by a leader’s personality.

Day et al. (2014) have through their research studies found that certain personality traits of an individual is a precursor for effective leadership, that is personality can predict if an individual will be an effective leader. Personality patterns are able to impact the development of leadership development and performance.

Taylor, Wang and Zhan (2012) stipulate that in order to produce an effective leader, individuals and organisational performance self-awareness is of high importance. Hereford (2015) supports this view by stating that self-awareness is a pivotal component of effective leadership. There have been a fair amount of studies into how “knowing thyself” can lead to effective leadership and successful organisational performance. Goleman (2004) proclaims that in his research senior leaders in organisations often fail to give self-awareness the credit it deserves when considering prospective leaders. He concludes that many executives mistaken honesty for weakness and in turn write-off employees who candidly admit to their short-comings. In essence, senior leaders tend to write-off such

individuals and brand them as “not tough enough” to lead others. In general, people however admire and respect honesty – this is essential as leaders are often needed to make decisions that require assessments of both others and their own capabilities (Goleman, 2004).

The success and failure of an organization depends on the self-awareness leadership competencies exhibited by its leaders. (Sheldon et al., 2014). The authors go on to propose that a significant amount of self-awareness is required by leaders in order to drive organizational performance. In respect to leadership, knowing and being true to oneself is fundamental qualities of effectiveness of a leader (Ilies, 2005).

According to Baron (2015) the knowledge of self leads to the awareness of self and the two in unison enable us as humans to develop an empathetic and compassionate nature towards those we lead. According to McCarthy and Garavan (1999) there are numerous writers who oppose the contribution that self-awareness makes to career success and effectiveness. However, Martin (2007) points out that it is natural for us as individuals to seek lessons in how great leaders act, that is their actions – he suggests an alternative – this being understanding what goes on within the minds of such leaders when they solve problems involving conflicting ideas. Understanding what goes within the minds of great leaders would become highly difficult if the leader himself is unaware - awareness – in relationship to leadership – is essential to authentic and effective leadership (Avolio & Gardner, 2005).

Higgs and Rowland (2010) found that successful leaders possessed the following qualities:

- High levels of self-awareness
- Ability to present in the moment and deal with what arises
- Ability to not lose sight of the larger plan and vision of the organisation

In their studies Chehreh & Moosavi (2016) found negative relationships between: authoritative-autocratic leadership styles, and the levels of self-awareness of the leaders as well as autocratic-charismatic leadership style and the level of leadership’s self-awareness. Consultive and participative leadership styles showed positive relationships with self-awareness.

Research conducted by Higgs and Rowland (2010) show that leaders who exhibited self-awareness were able to identify impulsiveness and struggles and then reflect on what could be done differently in order to turn the situation into a positive one. Self-awareness was evident in leaders who were willing to change – these leaders often sought the feedback of their peers and tended to look at situations from

the perspective of the another in order to determine how best to lead the organisation in the best direction. Contrary to this, leaders of organisations with poor performance levels tended to be close-minded as stuck in their own beliefs so much so that they were unable to create positive change within the organisation. Self-aware leaders tend to be mindful, more inspirational and calm and are generally able to make clear decisions and address challenges in effective ways.

According to Hereford (2015) the self-awareness of leaders can have favourable impacts on the performance of followers, their attitudes and their levels of satisfaction. He goes on that self-awareness facilitates the relationship between work performance and output. Analysis of successful leadership stories by Higgs & Rowland (2010) has found that these leaders all possessed a high degree of self-awareness. There is a growing body of empirical research on the relationship between self-awareness and leadership (Ashley & Reiter-Palmon, 2012).

Day et al. (2014) however identifies the need to test the relationship between self-awareness and effective leadership, and goes on to say that in order to do this the development of valid and autonomous variables are vital, with these measures he concludes that establishing the relationship between self-awareness and effective leadership will be possible. Leaders with a more positive concept of self and higher levels of emotional intelligence are more likely to display higher levels self-awareness – this results not only in the effectiveness of leadership having positive results but also the leader's psychological well-being having positive repercussions. Higgs and Rowland (2010) however confirm that their research has concluded that the self-awareness of leaders provides an important predictor to leadership effectiveness.

Castro, Gomes & de Sousa (2012) propose that transformational leadership may in most instances be regarded as effective leadership and that transformational leaders are usually individuals who exhibit high levels of self-awareness. In peer ratings, it was found that leaders who rate themselves similiarly to how they are being rated are those who are most self-aware, contrary to this leaders who rated themselves very liberally as opposed to how their peers rated them were found to be less self-aware.

The desire to understand and influence and adapt to the environment is one of the dominating characteristics of the human species. It is this feature of humanity that has created dynamic collective arrangements. These structures require a level of control in order to perform optimally, and it is through leadership that this is undertaken (Páscoa et al., 2012).

The omnipresence of change in today's world coupled with exponential growth in knowledge is transforming the way we live and work. Ranging from local to national perspectives – global markets and forces are transcendent. The advances in science and engineering have also brought with them dilemmas on the social, political and economic front. On an individual and collective level, it has become highly important for individuals and organisations to be able to respond to these changing conditions make informative decisions and take action that aims at resolving the challenges of the present and future (Koenig, 2011).

Avolio and Gardner (2005) describe true leaders very positively and recommend that individuals who exhibit qualities including high levels of self-awareness should be prioritised in leadership development. One of the essential characteristics of true leadership is self-awareness. Hereford (2015) express that the result of knowing and understanding oneself leads to improved decision-making, setting and achieving relevant goals and fundamentally living a more balanced and productive life. Leaders with a more positive concept of self and higher levels of emotional intelligence are more likely to display higher levels self-awareness – this results not only in the effectiveness of leadership having positive results but also the leader's psychological well-being having positive repercussions.

2.7 Discussion

The literature has established that leadership is an important precursor to organizational success and its importance cannot be stressed enough. A good leader is one who creates a vision for the organisation, communicates this vision throughout the organisation, strategizing the best way in which this vision can be achieved and guides and drives the followers within the organisation in to this new direction in order to achieve the vision. In order to understand what makes up leadership it is important to acknowledge that leadership is ultimately the product of the interaction between the role players – it is more than just a skill, a talent, an interchange or a figure, it is the through the dynamic interactions of individuals that leadership is born.

The goals of an organization include executing efficiency and effectiveness and the optimisation of these two concepts can lead to positive impacts and results for the organisation, it has been established through the theoretical framework that the ability of an organisation to be efficient and effective is dependent on a leaders ability to perform effectively, that is to create goals and objectives that result in the organisational vision being achieved in the most efficient and effective manner.

Two important and current theories of leadership were identified; transactional and transformational leadership. Transactional leadership referring to a follower undertaking a task in exchange for a reward, and transformational leadership referring to elevating the follower's wellbeing and consciousness of their follower's with regards to the importance and vision of the organisation. In this type of leadership, follower's believe in and identify strongly with their leader as well at the vision of the organisation; this further enables them to go beyond themselves in order to achieve the goals of the organisation. It was established that transformational leadership exhibits more characteristics of an effective leader.

Characteristics of an effective leader include: proactivity, adaptability, flexibility, excellent communication skills, respectfulness, a quiet confidence, enthusiasm, open-mindedness, resourcefulness, a rewarding nature, high level of education, openness to change, interest in feedback, an evaluative nature, consistency, ability to delegate and taking initiative. Consequently many of these traits are exhibited by self-aware individuals.

Self-awareness which can be described as the individual's ability to become the focus of one's own attention, this happens when the individual pays attention to the internal occurrences by reflecting within and processing the information gathered from within them. Self-awareness consists of two components, the ability to look within and understand oneself as well as the ability to comprehend how other's feel about oneself and influence their behaviour.

The literature has pointed out the need for effective leaders in driving organisational performance and success. Organisations need effective leaders in order to direct people along the right path in order to achieve the organizations mission, vision and values. It is the leaders who are enlisted with solving problems and are able to steer individuals and groups through challenges and achieve more. The fundamental goal of an effective leader is to unite the business in working towards organizational goals which is imperative for business performance and success.

The success and failure of an organization depends on the self-awareness leadership competencies exhibited by its leaders. Leaders with a more positive concept of self and higher levels of emotional intelligence are more likely to display higher levels self-awareness – this results not only in the effectiveness of leadership having positive results but also the leader's psychological well-being having

positive repercussions. In other words, the self-awareness of a leader is linked to their levels of effectiveness which in turn drives organisational performance and success.

2.8 Conclusion

The overall goal of this chapter was to review and analyse the leadership and self-awareness literature that currently exists and determine the relationship between these two concepts. This chapter has provided a theoretical framework for Leadership and Self-Awareness. The relationship between these two concepts was also explored.

This chapter has highlighted key concepts and theories in the fields of leadership and self-awareness. According to the literature reviewed, a positive relationship between self-awareness and effective leadership exists. A theoretical framework was created in line with these concepts and will create guidance and points of reference to drive the rest of this paper. The next chapter introduces and explains the research methodology used to undertake this study.

Chapter Three: Research Methodology

3.1 Introduction

This chapter describes the system of methods and principles used to achieve the aim and the objectives of this research endeavour. This chapter focuses on the approach and design of the research study, the research setting, study population and characteristics, the criteria in selecting the sample, data collection instruments and methods, reliability and validity, ethical considerations and the data analysis process.

In order to determine the methodology that was selected it was essential to understand the aim, objectives and nature of this research endeavour. This chapter includes an overview of the aim, objectives, nature and characteristics of the research study. A research methodology has been selected based on the above and then described. The methodology used to undertake the sampling procedure has been expressed followed by the manner in which data was collected and analysed.

3.2 The Aim and Objectives of the Research

It is important to understand what the aim and objectives are of the research study prior to selecting a research methodology in order to select the best possible method in achieving these goals. The purpose of this research study is to determine if a relationship between self-awareness and effective leadership exists. The objectives of this study can be listed below:

- Examine Effective Leadership and its relevance to Organisational Success
- Investigate the relationship between self-awareness and effective leadership among leaders within organizations

The nature of this research is explanatory in that it will seek to explain current concepts that already exist, however it will also seek to establish relationships between these concepts. This will require the researcher to be insightful, open-minded and highly objective in order to answer the research questions posed (Kumar, 2011). The research questions for this study are highlighted below:

- What is Effective Leadership and how is it relevant to Organizational success?
- What is the relationship between Self-Awareness and Effective Leadership?

3.3 Research Approach and Design

This research study was undertaken using a quantitative research approach. According to Kothari (2004), this approach to research is built on the measurement of quantity or amount, it is used when the concepts being studied can be articulated in numeric form. Quantitative research can further be described as a prescribed, unbiased and methodical process that is used to define and test interactions, and explore cause and effect relationships amongst concepts and variables. This is thus a suitable approach to undertake this study which will examine the relationship between self-awareness and effective leadership.

3.4 Research Setting

The study was conducted in an organization called SA Homeloans which operates around South Africa. The organization deals fundamentally with providing home loan services to individuals who wish to purchase properties in South Africa, switch their current home loan provider and restructure or refinance their home loans. SA Homeloans currently operates across South Africa with its head offices in La Lucia Ridge, Durban – the organization was established in 2009 and has a national staff complement of 765. 573 of these staff members are based at the Head Offices in La Lucia ridge Durban, whilst the remaining 192 are based in branches spread across the country. 115 (15.03%) of the total staff population are in Management positions ranging from Junior to Executive levels.

3.5 Population, Sample and Sample Size

According to Fricker (2016) a target population refers to the group of subjects to whom the researcher will make reference to in the research study. For the purposes of this study all employees who are in management positions will be a part of the study population.

The number of employees in Management levels (further described below) totals to 115 individuals. This was a very specific set of people, according to Kothari (2004), this form of sample design is referred to as a non-probability form of sampling. It entails the selection of a sample in a purposeful and deliberate way, this form of sampling procedure is sometimes referred to as “purposeful sampling”.

3.6 Sampling Criteria

Subjects included in the sample were selected to meet specific criteria. For the purposes of this study only those individuals in management positions were asked to complete the online questionnaires. Management positions included: Junior Management Level, Middle Management Level, Senior Management Levels and Executive Management Levels.

3.7 Data Collection

3.7.1 Data Collection Instrument

For the purposes of this study a descriptive survey design was used. In this study data was collected through questionnaires. According to Kumar (2011) a questionnaire can be defined as a list of questions which are answered by respondents. A questionnaire is a form that is designed to obtain information from subjects upon their response. Data was collected with the assistance of this data collection instrument in order to evaluate the relationship between self-awareness, effective leadership and organizational performance.

In this study, questionnaires were administered via an Online Survey Tool called QuestionPro. Subjects were emailed a link that took them to the questionnaire where they were able to complete it anonymously online.

Questionnaires were selected as a data collection instrument as they required less time, energy and resources to administer than conducting face-to-face interviews with the subjects. Questionnaires offered subjects total anonymity as they were completed online and no personal information was required from the subject apart from the level of management that they belonged to within the organization. Most of the items on the questionnaires were closed questions, but the option to elaborate further was given on certain items, this enables ease of comparability of each item. The questions were formulated in a way that subjects would find it easy to answer and requiring minimal time to complete.

The goal of the questionnaire was to gain the perspectives of the leaders with regard to their levels of self-awareness and effectiveness. Leaders were asked to rate themselves based on different characteristics – their levels of self-awareness and effectiveness were determined from their responses. Leaders could rate themselves as “not possessing the characteristic”, “Very Low”, “Low”, “Average”, “High” and “Very

High". The questions were all close-ended, but did have the option to elaborate further should the subject wish to do so.

As favorable as this data collection instrument can be, it is not immune to weaknesses; Kumar (2011) some shortcomings of using a questionnaire include: low expected response rates, it might be possible for subjects to be influenced by other respondents, subjects may be influenced by their responses to other questions as they will be able to read all the questions before answering.

Questionnaires were distributed to individuals meeting the sample criteria and a period of 3 months (August 2016 – October 2016) was allowed for data collection. The questionnaires were administered via a link sent to the email addresses of the subjects, the link took subjects to the questionnaire where they could complete it, data was gathered for analysis upon the end of the data collection period.

3.7.2 Data Collection Procedure

Questionnaires were distributed to the 115 members of SA Homeloans management team via an online survey tool called QuestionPro using electronic mail. Subjects were e-mailed a brief overview of the research project and instructions on how to complete the questionnaire (cover letter). Details of the researcher were provided in order for respondents to contact the researcher should they have any queries regarding the research study or the questionnaire itself. The e-mail sent to the subjects contained a link which when clicked took the subject to the questionnaire, again a cover letter was provided. The subject would then complete the questionnaire anonymously online.

Subjects were sent follow-up e-mails after two weeks and then again after four weeks in order to encourage responses. Data was stored on the online software tool in order to analysis upon the reaching of the deadline for data collection. Data was collected for a duration of three months (August 2016 – October 2016)

3.8 Reliability and Validity

3.8.1 Reliability

According to Kumar (2011), a research instrument can be regarded as reliable if it is firm, steady and precise, the higher the level of stability and constancy the higher the reliability of an instrument. Mwithi (2015) states that when a researcher seeks to understand concepts he wants to ensure that the data

collection instrument is dependable and will afford dependable results. Another way in which reliability can be determined is by minimizing sources of errors such as data collection bias. In this case, the researcher was solely responsible for distribution of the questionnaire which was undertaken using a singular channel – electronic mail.

The subjects could take solace in total anonymity when completing the research questionnaire as no personal details apart from the level of management they belonged to was required.

3.8.2 Validity

Validity is referred to the extent to which the data collection instrument will measure what it is meant to measure. (Mwithi, 2015). The questionnaire utilized for this research study is in line with the research objectives. The aim of the questionnaire was to determine if the leaders of the organization considered themselves within the organization to be effective and self-aware as well as determining if the organization performs favorably. The questions posed to the subjects were founded on the information assimilated from the literature review; this ensured that the questions were in line with the concepts being examined under this research study.

The questions that were posed were done so in simple language form to ensure clarity and understanding and avoid uncertainty on the part of the respondent. The questions were easy to answer and required mostly the subject's response to be rated on a scale-system.

The questionnaire was tested for ease of use, understanding and grammar by sending out to non-managerial staff. Their feedback was taken into account and overall quite positive, so the survey was sent to all subjects.

3.9 Ethical Considerations

Whenever human beings are the focus of an investigation, the ethical implications of our actions must be scrutinized. Kumar (2011) list the four categories of ethical issues that should be considered when undertaking academic research studies:

- The collection of information
- The consent of the participants
- Providing incentives
- Seeking sensitive information
- Possibility of causing harm to participants
- Maintaining Confidentiality
- Avoiding Bias
- Scientific Honesty

Data for this research study is stored on the online survey tool. Data is collated using this online tool, facts and figures will be downloaded directly and presented and analyzed in accordance to the data collected via the online survey tool.

Permission to conduct research was obtained in the form of an Ethical Clearance Letter from the University of KwaZulu-Natal's ethics committee. Further to this a gate keeper letter was obtained from the organization, SA Homeloans which gave the researcher permission to access and distribute emails to the subjects.

No incentives were provided to any participants for prior to or after completing the questionnaires. According to Kumar (2011) there are types of information whereby respondents may feel uneasy about sharing – this can be regarded as sensitive or confidential information. The questionnaire sought to limit the need for sensitive and confidential information as far as possible. No personal information was required from the subjects other than the level of management that they fell into, to which they also

had the option of not answering. No harm was caused to subjects in any form, no subject was forced to answer the questionnaire it was an entirely voluntary process which was made clear in the cover letter to the questionnaire.

Using an online survey tool enabled the researcher to allow subjects complete and total anonymity. Subjects were mailed electronically and invited to participate in the survey questionnaire. The email contained a link which directed them to the questionnaire which they could complete anonymously online.

Bias as described by Kumar (2011) refers to the unethical attempt to cover up research findings or to present incorrect data. This research study will be free from bias, all data acquired will be presented in its true and honest form. Scientific honesty will be maintained on the part of the researcher, to ensure this raw data will be directly downloaded from the online survey tool and presented and analysed truthfully, honestly and accurately.

3.10 Data Analysis

The data was collected upon the expiry of the three month data collection period. When this period expired, the data was downloaded from the online survey tool, organized and then analyzed. The online tool also provided analysis of the data; these reports were analyzed online and then reformatted to suit the researcher's preferences in terms of presentation. Data was analyzed using descriptive statistics. This form of statistic is used to provide definition to the fundamental concepts of the study. Using this method simple overviews can be brought about to understand concepts, they are used in conjunction with graphical representations. (Trochim, 2006). Pie diagrams, spider diagrams and bar graphs were used to illustrate frequency tables which were drawn from the data. Data was analyzed quantitatively to understand the relationship between effective leadership, self-awareness and organizational performance.

In order to assess the relationship between the concepts the correlation coefficient was calculated. According to Investopedia (2015) a correlation coefficient enables the relationship between two concepts to be established. When the value obtained is zero this would signify that no relationship between the two concepts exists. When the correlation coefficient is greater than zero this signifies a positive relationship between the two concepts and should the value obtained be less than zero an

inverse relationship is deducted. The three concepts being examined: effective leadership, organizational performance and self-awareness were evaluated in terms of the characteristics that they are built upon. The characteristics of the three concepts were assessed in relation to one and other and grouped together accordingly in order to be able to calculate the correlation coefficient between them.

The following formula was utilized to calculate the correlation coefficient:

$$r = \frac{n \sum xy - (\sum x)(\sum y)}{\left(\sqrt{(n \sum x^2) - (\sum x)^2}\right) \left(\sqrt{(n \sum y^2) - (\sum y)^2}\right)}$$

3.11 Limitations of the Research Study

Sample respondents may not answer honestly; this may lead to the results being inaccurately reflected as the opinions of all members of the included population. The time constraints involved in completing this research study was limited and more time to gather more primary data was not possible. Participant's response rates are out of the researchers control as participation is completely voluntary. The researcher was however able to send through follow-up reminder emails to encourage participation in the study however this impacted response rates quite minimally.

3.12 Conclusion

This chapter has provided an overview of the research methodology used for this research study. A quantitative approach to research was utilized. The researcher made use of a descriptive survey instrument – a questionnaire to conduct the research study.

The questionnaire was based on literature gathered in Chapter Two of this research endeavor. The questionnaire was administered to 115 participants from SA Homeloans, a mortgage financing institution situated in Durban, South Africa. These participants were selected based on their hierarchical level within the organization. The criteria of hierarchy being that all subjects should be on a management level, which includes junior, middle, senior and executive levels.

Permission to undertake this research study was gained firstly from the Ethics Committee at the University of KwaZulu- Natal. In order to obtain and distribute electronic mails to subjects within SA Homeloans, a gatekeeper (permission to conduct a study in the organization) was gained. This allowed

the researcher to obtain the email addresses of those subjects in management positions and then proceed to invite them to participate in the research study.

The aim of this chapter was to provide and describe the system of methods and principles used to achieve the aim and the objectives of this research endeavour. This chapter highlighted the approach and design of the research study, the research setting, study population and characteristics, the criteria in selecting the sample, data collection instruments and methods, reliability and validity, ethical considerations and the data analysis process. Finally, this chapter provided background into how the researcher has addressed ethical issues and maintained ethical standards whilst conducting this research study. The next chapter provides the results and a discussion for the study.

Chapter Four: Results and Discussion

4.1 Introduction

This chapter intended to present, summarize and discuss the data that was collected via the survey questionnaire and then discuss the findings of the research study. The questionnaire was sent to 115 subjects at a mortgage-financing institution. The respondents all belonged to varying management levels including: junior, middle, senior and executive levels. Subjects were invited to participate in the study through electronic mail. Participation was completely voluntary.

The aim of this research study research was to explore the theories of leadership, examine self-awareness and thereafter explore the relationship between self-awareness and effective leadership. The questions posed to subjects were aimed at understanding if the leaders of the organisation were in fact self-aware and effective and if the organisation itself performed optimally.

The data are presented graphically with a short summary of the findings provided. This is undertaken by assessing the descriptive statistics in order to establish the relationship between the concepts of effective leadership, self-awareness and organizational performance. The data is arranged under three themes of effective leadership, organisational performance and self-awareness.

4.2 Response Rate

A total of 115 subjects were invited to participate in the research study. These subjects all held management levels of varying levels within the organisation. An overall response rate 50.43% was achieved for this study, however many questions were left unanswered. A total of 37 items required responses from subjects, on average 54 subjects responded to each question resulting in an overall response rate of 47.05%. According to University of Texas (2016) response rates of 40% are considered average, 50% good and 60% very good. Response rate for this survey using the overall response rate can thus be considered as above average and acceptable. The response rate can be tabulated below:

Response	Frequency	Percent
Returned	58	50.43%
Unreturned	57	49.57%
Total	115	100.00%

Table 2: Response Rate

4.3 Results and Discussion

4.3.1 Management Level of Respondents

The objective of this research study was to investigate the relationship between self-awareness and effective leadership among leaders within the organization. Leaders within the organization were targeted to participate in this survey questionnaire. This question aimed to establish what level of management these leaders fell into. The literature has maintained that leadership is a process that occurs when a person, the leader, selects an individual or a group of individuals to execute actions that will fulfill well thought out and defined objectives that are rooted deeply in a solid vision.

The results are illustrated below in Figure 2: Management Level of Respondents. 87.04 % of respondents fell within junior, middle and senior management levels, with 35.19% of this portion coming from middle management positions. Middle management at the organization is involved in various decision-making tasks and responsibilities. They are also exposed to and directly involved in strategy and operational planning; this makes these subjects ideal in terms of acquiring a holistic view on leadership within the organization. Taking this into consideration the responses received will be sufficient to continue using the primary data gathered. It was also highlighted in Chapter One that one of the limitations of this study was that the nature of individuals selected may not have the time necessary to complete this survey, considering that the number of executives in the organization is 6.09% of the 115 sample population, the response rate from executives is quite high at 5.56%.

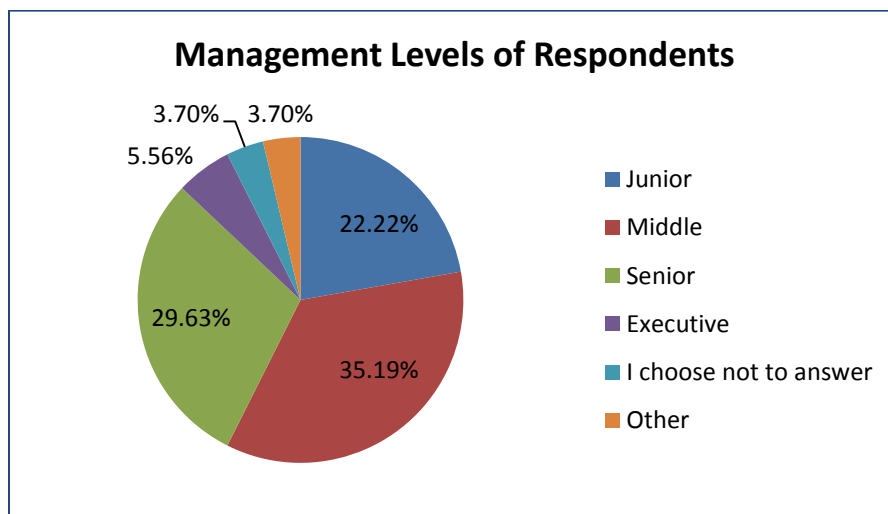


Figure 2: Management Level of Respondents

4.3.2 Effective Leadership

4.3.2.1 Results

In order to evaluate the effectiveness of leadership within this organization the subjects were asked to rate the level to which they possessed a certain characteristic. Leaders could rate themselves as “not possessing the characteristic”, “Very Low”, “Low”, “Average”, “High” and “Very High”.

The results from the respondents are elaborated on below and summarized in Figure 3: Leader’s Effectiveness. In order to determine the average level of effectiveness a mean calculation formula was used and a mean of 84.53 was achieved for this question.

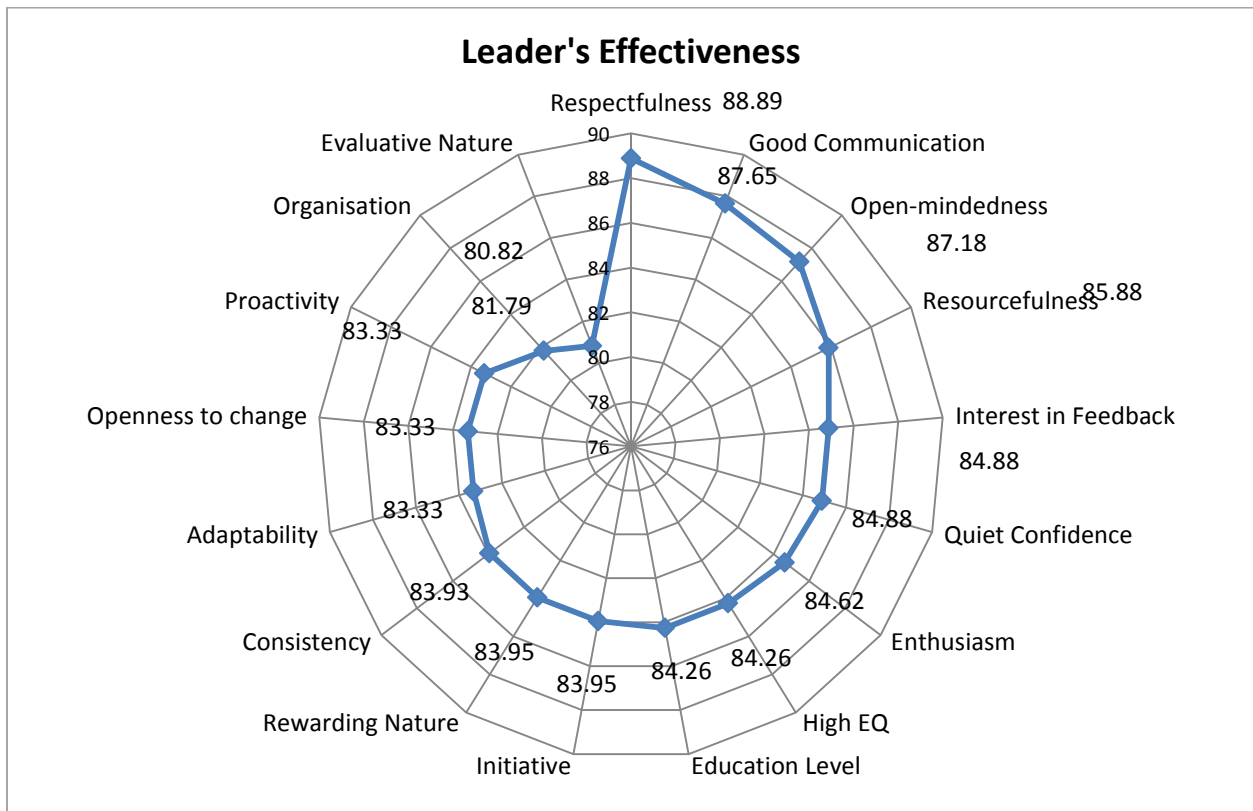


Figure 3: Leader's Effectiveness

4.3.2.2 Discussion

Literature has indicated that effective leaders possess high levels of proactivity, open-mindedness, resourcefulness, respectfulness, good communication, open-mindedness, resourcefulness, interest in feedback, quiet confidence, enthusiasm, high EQ, solid level of education, initiative, rewarding nature, consistency, adaptability, openness to change, organizational skills and an evaluative nature [Table 1 – Leadership (2015)].

These were the characteristics selected in order for subjects to rate themselves against. Respondents rated themselves the highest on the characteristics respectfulness, good communication, open-mindedness, resourcefulness, interest in feedback, quiet confidence and enthusiasm. Evaluating the mean achieved from the survey questionnaire it is evident that respondents consider themselves as being highly effective leaders.

Being effective and efficient is one of the most important goals of any organization, the optimization of these two concepts can lead to positive impacts and results for the organization, this being said the ability of an organization to be efficient and effective is dependent on a leaders ability to perform effectively, that is to create goals and objectives that result in the organizational vision being achieved in the most efficient and effective manner.

Fundamentally, the success of an organization as well as the well-being of employees and citizens is highly dependent on effective leadership – the importance of leadership cannot be stressed upon enough. According to Hogan and Kaiser (2005:170) *“in the context of human origins, effective leadership is an adaptive tool for individuals and groups to survive.”*

Although reviewed literature had made a point that simply possessing these characteristics in high amounts does not automatically lead to a leader being effective (Avolio & Gardner, 2005), this starting point has been used to build a framework in order to evaluate the effectiveness of leaders within the organization in order to further investigate the relationship between effective leadership and self-awareness. The results have indicated that respondents holistically classify themselves as effective leaders, possessing high levels of each of the characteristic against which they rated themselves.

4.3.3 Self-Awareness

4.3.3.1 Results

Respondents were asked to rate the level to which they possessed a certain characteristics which were identified as the makeup of a self-aware individual. Respondents could rate themselves as “not possessing the characteristic”, “Very Low”, “Low”, “Average”, “High” and “Very High”. The results are discussed below and summarized in Figure 4: Leader’s Self-Awareness.

The results from the respondents discussed below and summarized in Figure 4: Self-Awareness of Leaders. In order to determine the average level of self-awareness for an individual a mean calculation formula was used and a mean of 70.54 was achieved for this question.

4.3.3.2 Discussion

Jabr (2012) claims that human-beings are more than the conscious – we are also aware of self. The development of favorable self-regulation and healthy relationships and experiences are born out of and driven from awareness. Awareness comprises of many different constituents, which include social, emotional and cognitive facets; cognitive awareness can be described as the ability of an individual to identify the structure of their cognizance, perception, understanding and thinking (Erden 2015).

This question was posed to leaders in order to evaluate their level of self-awareness. Self-awareness is according to Avolio and Gardner (2005) one of the key components of effective leadership, so this was a pertinent aspect which needed to be explored in order to fulfil the research objectives.

The literature review highlighted that the essence of people who possess a high degree of self-awareness is that they are able to recognize how their feelings affect themselves, others as well as the way they perform their jobs. A self-aware individual who understands what brings out the worst in him is able to take the relevant precautionary measures to minimize the negative effects that such an event or situation will bring about. (Goleman 2004).

An individual who is self-aware can be recognized by their general honesty and ability to realistically assess themselves. Such individuals are able to communicate in an open and accurate manner that is not necessarily confessional or effusive. Self-aware individuals are frank in admittance to failure and often relay their tales quite openly and happily.

Ashley & Reiter-Palmon (2012) have through various studies summarized the way in which self-awareness is measured; this scale can be utilized along the following areas:

- The behavior of the individual in terms with his preoccupation with the past, present and future
- Individuals sensitivity to his inner feelings
- The ability to recognize one's strengths and weaknesses
- Individuals ability to look inward and conduct introspection
- Ability to envision oneself
- The individual's ability to be aware of their physical characteristics and the way in which they present themselves.
- Ability to be mindful of the assessment of others.

From the above literature respondents were asked to rate themselves in relation to communicating their strengths and weaknesses, making decisions, emotional intelligence, their interaction with others at the workplace, the level at which they accept themselves, their ability to received criticism, their self-image and their vision for the organization in order to establish their levels of self-awareness. These are all characteristics which, when if exhibited on high levels indicate high levels of self-awareness.

Respondents have overall indicated that they possess good to very good levels of each of the characteristics against which they rated themselves. The most poorly rated characteristic was respondent's ability to communicate their strengths and weakness, receiving criticism and their visions for the organization, these was however still rated on a good level.

Goleman (2004) states that one of the cornerstones of being self-aware is having the ability to laugh at oneself through possessing the trait of self-deprecating humor. Individuals who exhibit self-awareness are candid and comfortable in communicating both their strengths and weaknesses. Self-aware individuals welcome constructive criticism; in contrast self-unaware individuals tend to interpret this as the threat or sign of personal failure. Self-confidence is another key trait of self-aware individuals; these individuals have a keen sense of their capabilities and it is much less probable that they will over-extend themselves. This does not however mean that these individuals are not prone to ask for assistance, they do when need be. Self-aware individuals are likely take on calculated risks and will unlikely request challenges that they know cannot be handled by them alone. Even though not the main indicator of self-awareness or a lack thereof, the subjects response to this answer has indicated a slight level of

lower confidence in themselves with regards to these characteristics and thus lowered their overall score for self-awareness.

On a holistic view respondents consider themselves as having very good levels of self-awareness. . The literature has provided insight by summarizing that self-aware individuals have amplified levels of self-acceptance which would ultimately lead to the development of more constructive relationships with others as well as the capacity to master one's setting. From the responses individuals have indicated positive interactions in the work place, this indicative of the results from the survey in which Interaction with others in the workplace was rated the highest amongst subjects.

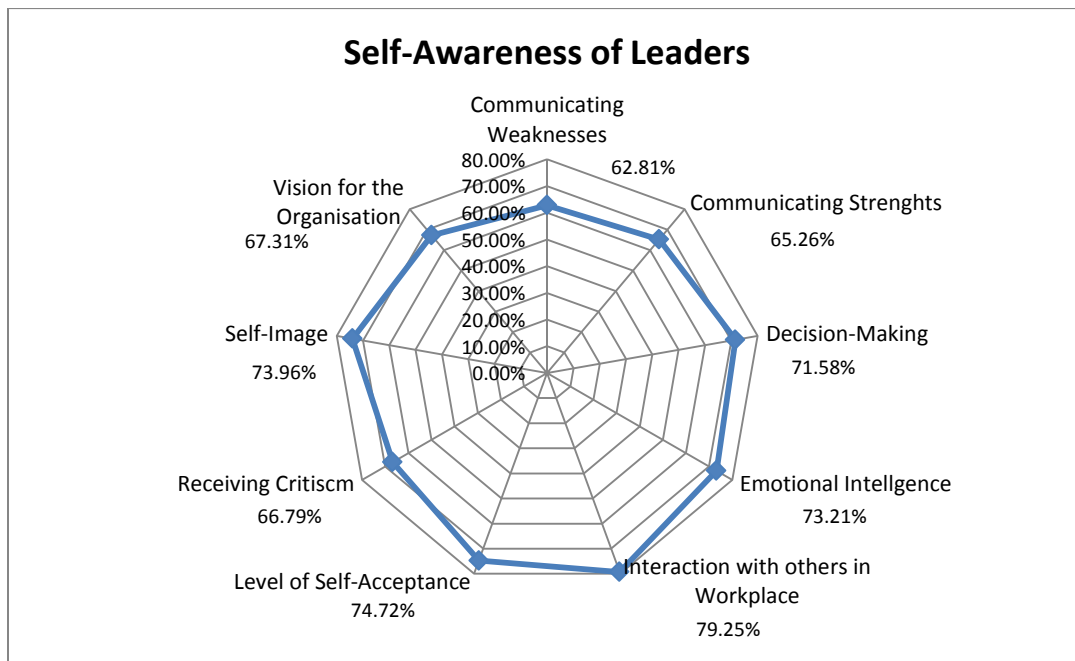


Figure 4: Leader's Self-Awareness

4.3.4 Organizational Performance

4.3.4.1 Results

In order to determine if the organization was successful respondents were asked to rate the organization based on differing characteristics which were determined from the review of literature as being the measurable benchmarks for this concept. Leaders could rate these organizational traits as “Very Poor”, “Poor”, “Neutral”, “Good”, “Very Good” and “Excellent”

The results from the respondents are elaborated on and summarized in Figure 5: Organizational Performance below. In order to determine the average level of effectiveness a mean calculation formula was used and a mean of 63.36 was achieved for this question.



Figure 5: Organizational Performance

4.3.4.2 Discussion

Subjects were required to rate eight elements that makeup up organizational performance. From the literature review the following elements will be assessed in order to establish the level of performance of the organization: Adaptability, Communication, Culture, Employee Morale, Employee Performance Levels, Innovation, Leadership and Profitability. The individual components will firstly be discussed.

According to Azanza, et al. (2013) organisations currently compete in global territory which is not only competitive but is also rife with financial crises at some point or another. The substantial and constant changes in the political, environmental, social, technological, economical and legal framework make it imperative for organisations to be flexible and adaptable to change in order to remain viable. Thus the characteristic of adaptability and innovation was included in the measure of organisational success. Respondents rated the adaptability and innovation of the organisation as good.

Organizational performance is ultimately measured along three dimensions: financial performance (including investment return, profitability, and return on assets/capital), the market performance (including the organization's market share and sales output) and the return of the shareholder (dividends, share value and economic value added) (Mwithi 2015). In order to evaluate the performance of the organization in terms of finance respondents were asked to rate the profitability of the business. Respondents found that in terms of profitability the organization was performing very well, in fact of the eight components profitability was rated the highest.

Heckscher (1994) as cited in Lichtenstein et al. (2006) proclaims that an effective organization is not built and managed by a single leader; it is ultimately the inputs of numerous individuals that attempt to improve the entire organization which accumulates over long periods of time. This being said, the effectiveness of a leader cannot be ignored in determining the success of an organization. Leadership was also included as part of the components to evaluate organizational performance. Subjects perceived the overall organizational leadership within the organization to be good.

Koenig (2011) agrees with the above sentiment and declares a more human approach that determines positive performance of an organization; she proclaims that it boils to five components: talented personnel which are acquired through great recruitment practices and leadership; personnel who are motivated – these individuals are willing to push their limits in order to perform, she proclaims further that this element is directly related to management performance; the third component is a capable and talented management team; and effective strategy in order to outpace the rivalry is the fourth

component and lastly tools and systems that enable leaders to monitor all the above components. These sentiments gave rise to evaluating organizational performance in terms of communication, culture, employee morale and employee performance levels. Subjects perceived communication, culture and employee performance levels as good but perceived employee morale as being average within the organization.

Overall employees found that the organizational performed well, with respondents having the lowest perceptions about employee morale and the best perceptions about organizational profit.

4.3.5 Establishing the Relationship between the Concepts

Obiwuru et al. (2011) propagated that in order for improvement in performance, the sustainability of competitive advantage and management development – effective leadership is of the utmost importance. Subjects were, apart from rating themselves based on specific characteristics asked to answer a question dealing with the relationship between the concepts of organizational performance and effective leadership. The results are illustrated below in Figure 6: Does organizational performance depend on Effective Leadership. Most respondents agreed with the literature review and found that this was indeed the case, organizational performance depends on effective leadership.



Figure 6: Does Organizational performance depend on Effective Leadership

In order to assess the relationship between the concepts the correlation coefficient was calculated. According to Investopedia (2015) a correlation coefficient enables the relationship between two concepts to be established. When the value obtained is zero this would signify that no relationship between the two concepts exists. When the correlation coefficient is greater than zero this signifies a positive relationship between the two concepts and should the value obtained be less than zero an inverse relationship is deduced. The three concepts that were examined are: effective leadership, organizational performance and self-awareness were evaluated in terms of the characteristics that they are built upon. The characteristics of the three concepts were assessed in relation to one and other and grouped together accordingly in order to be able to calculate the correlation coefficient between them.

The following formula was utilized to calculate the correlation coefficient:

$$r = \frac{n \sum xy - (\sum x)(\sum y)}{\left(\sqrt{(n \sum x^2) - (\sum x)^2}\right) \left(\sqrt{(n \sum y^2) - (\sum y)^2}\right)}$$

The results from the analysis can be summarized below in

	Organizational Performance	Effective Leadership	Self-Awareness
Organizational Performance	-	-0.071	0.941
Effective Leadership	-0.071	-	-0.097
Self-Awareness	0.941	-0.097	-

Table 3: Correlation Coefficients

The relationship between organizational effectiveness and effectiveness will be explored first. From the correlation coefficient of -0.071 it can be established that no relationship exists between these two concepts. Although respondents rated their levels of self-awareness as excellent, they perceived the organization to be performing at a good level. This shows that even though their performance is exceptional overall organizational performance is not at the same level. This is contradictory to their responses in the question on whether they feel that organizational performance depends on the effectiveness of the leader, they have rated organizational performance lower than they have rated their levels of effectiveness. This could mean that leaders of the organization have provided elevated levels of each characteristic that forms a holistic view of effectiveness in a leader or that the organizational performance does not share a positive relationship with effective leadership. Although subjects believe these two concepts are positively related the outcome of the data analysis shows that this is not actually the case.

The relationship between organizational effectiveness and self-awareness will now be explored. A correlation coefficient of 0.941 was obtained; this stipulates that a relationship between self-awareness and organizational performance exists and it is a positive one. Respondents rated organizational performance as good whilst rating their levels of self-awareness as very good. What can be deduced from this is that the self-awareness of leaders has a positive impact on organizational performance.

For the relationship between effective leadership and self-awareness a correlation coefficient of -0.097 was obtained; this stipulates that there is no relationship between self-awareness and effective leadership. Respondents rated their level of effectiveness quite highly whilst rating their levels of self-awareness as very good. What can be deduced from this is that the self-awareness of leaders and the effectiveness of leaders appear to not share a positive relationship. It can also be deduced that on an internal level respondents seem to perceive themselves lower than they perceive themselves as leaders.

4.4 Discussion

The aim of this research study was to:

1. Examine Effective Leadership and its relevance to Organizational Success and
2. Investigate the relationship between self-awareness and effective leadership among leaders within organizations

The findings from the survey questionnaire showed that effective leadership is not relevant to organizational success; this was however contrary to the overall beliefs of the respondents that organizational performance is dependent on effective leadership. Thus, no conclusive conclusion can be drawn between these concepts from the primary data. The literature which may validate these findings can be expressed by Higgs and Rowland (2010), in their study they found that every organization is subject to error-making in some form and at some point, most organizations has a share of “bad” managers. Essentially this statement shows the importance of management in an organization that even though effective leadership may exist so to may bad managers which could de-optimize the overall performance of the organization. This could very well be the case for this organization. The primary data displays that there is a relationship between effective leadership and organizational performance however it is two-fold. Subjects feel that organizational performance is dependent of effective leadership. The literature review undertaken for this study concludes that organizational performance is driven by effective leadership; this is in line with the subjects responses. However, when analyzing

themselves and the organization in study the analysis of their perceptions show that a negative correlation between effective leadership and organizational performance exists i.e. they are relevant to each other in a negative way. That is, even though they consider themselves highly effective leaders the organization in which they lead is perceived to be performing on a lower level.

Burke and Cooper (2006) make another important point by stating that effectiveness of leadership, although influenced by the personal characteristics of the leader ultimately is only effective if it produces results. In any event, it is good leadership that leads to good organizational performance. Organizations need effective leaders in order to direct people along the right path in order to achieve the organizations mission, vision and values. It is the leaders who are enlisted with solving problems and are able to steer individuals and groups through challenges and achieve more. The fundamental goal of an effective leader is to unite the business in working towards organizational goals which is imperative for business performance and success. The organizational performance as perceived by its leaders proved to be good, again a contradiction of respondents overall perception that it is in fact effective leadership that drives organizational performance. Literature is in full consensus with the subjects responses. Sheldon, Dunning & Ames (2014) state that is a requirement for organizations to possess efficient leaders who are able to direct people along the right path in order to achieve the organizations mission, vision and values. It is the leaders who are enlisted with solving problems and are able to steer individuals and groups through challenges and achieve more. The fundamental goal of an effective leader is to unite the business in working towards organizational goals which is imperative for business performance and success.

The relationship between self-awareness and effective leadership proved to be inversely related as per the analysis of the data gathered from the survey questionnaire. The literature that was reviewed exhibits that the success and failure of an organization depends on the self-awareness leadership competencies exhibited by its leaders. Taylor, Wang and Zhan (2012) stipulate that in order to produce an effective leader, individuals and organizational performance self-awareness is of high importance. This is further exhibited by further literature review with Sheldon, Dunning & Ames (2014) propagating that the success and failure of an organization depends on the self-awareness leadership competencies exhibited by its leaders. The authors go on to propose that a significant amount of self-awareness is required by leaders in order to drive organizational performance. In respect to leadership, knowing and

being true to oneself is fundamental qualities of effectiveness of a leader. (Ilies 2005) Leaders with a more positive concept of self and higher levels of emotional intelligence are more likely to display higher levels self-awareness – this results not only in the effectiveness of leadership having positive results but also the leader’s psychological well-being having positive repercussions. In other words, the self-awareness of a leader is linked to their levels of effectiveness which in turn drives organisational performance and success.

The findings from the questionnaire prove otherwise, leaders rated themselves highly as effective leaders however not as highly on the self-awareness scales. The two concepts according to this study show an inverse relationship between each other i.e. they are uncorrelated, this is in stark contrast to the literature that was reviewed; the literature indicates that self-awareness is a predictor of effective leadership and that one of the essential characteristics of true leadership is self-awareness. The primary data has however not proved the literature correct. Higgs and Rowland (2010) found that successful leaders possessed the following qualities:

- High levels of self-awareness
- Ability to present in the moment and deal with what arises
- Ability to not lose sight of the larger plan and vision of the organization

There is an evident disconnect between leadership perceptions within the organization, contradicting perceptions can be observed in the data analysis.

4.5 Conclusion

The data collected from the survey questionnaire has been presented, summarised and discussed. The questions posed to subjects were aimed at understanding if the leaders of the organisation were in fact self-aware and effective and if the organisation itself performed optimally. The data was presented graphically with a short summary of the results.

The data was arranged under three themes of organisational performance, effective leadership and self-awareness. The results were analysed and it found that effective relationship is not a precursor of organisational performance nor is self-awareness a predictor of effective leadership.

The aim of this chapter was to present, summarize and analyze the data collected from the questionnaire survey and compare it to the literature review that was undertaken in Chapter two, this has been fulfilled. The next chapter presents the conclusions and recommendations for the study.

Chapter Five: Conclusions and Recommendations

5.1 Introduction

This final chapter has reviewed the research objectives and research questions that were discussed in chapter one of this research study and establish if the research problem has been solved. The findings of the research have been summarized in this chapter. Recommendations based on the research outcomes have been put forward. The chapter concludes by providing suggestions and recommendations for prospective studies.

5.2 Review of the Research Problem, Aims and Objectives

The importance of self-awareness is pivotal to how we as individuals go about our daily lives – both as members of society and as a part of organizations. The way in which we lead, depends on the person we are. Studies into the linkage between self-awareness and leadership have not been given as much of the spotlight over the years. This lack of research has sparked an interest for this study.

This study sought to close this gap by providing a review of literature which focused on the themes of effective leadership, self-awareness and organizational performance and then merging the literature in order to gain an understanding into the relationship that they share. The findings of the literature

The aim of this research study was to examine effective leadership and its relevance to organizational success as well as determining the relationship between self-awareness and effective leadership. This was undertaken by providing answers to the following research questions:

- What is Effective Leadership and how is it relevant to Organizational success?
- What is the relationship between Self-Awareness and Effective Leadership amongst leaders in an organisation?

The research sought to answer the above questions and in doing so fulfill the goal of the study. This has been accomplished through the study and will be elaborated further along in the chapter.

5.3 Research Conclusions

The findings from the survey questionnaire showed that effective leadership is not relevant to organizational success; this was however contrary to the overall beliefs of the respondents that organizational performance is dependent on effective leadership. Thus, no conclusive conclusion can be drawn between these concepts from the primary data.

The review of literature has proven otherwise, the literature has pointed out the need for effective leaders in driving organizational performance and success. Organizations need effective leaders in order to direct people along the right path in order to achieve the organizations mission, vision and values. It is the leaders who are enlisted with solving problems and are able to steer individuals and groups through challenges and achieve more. The fundamental goal of an effective leader is to unite the business in working towards organizational goals which is imperative for business performance and success.

The relationship between self-awareness and effective leadership proved to be inversely related as per the analysis of the data gathered from the survey questionnaire.

The literature that was reviewed exhibits that the success and failure of an organization depends on the self-awareness leadership competencies exhibited by its leaders. Leaders with a more positive concept of self and higher levels of emotional intelligence are more likely to display higher levels self-awareness – this results not only in the effectiveness of leadership having positive results but also the leader's psychological well-being having positive repercussions. In other words, the self-awareness of a leader is linked to their levels of effectiveness which in turn drives organisational performance and success.

It was shown that there is a relationship between effective leadership and organizational performance however it is two-fold. Subjects feel that organizational performance is dependent of effective leadership. The literature review undertaken for this study concludes that organizational performance is driven by effective leadership; this is in line with the subjects responses. However, when analyzing themselves and the organization in study the analysis of their perceptions show that a negative correlation between effective leadership and organizational performance exists i.e. they are relevant to each other in a negative way. That is, even though they consider themselves highly effective leaders the organization in which they lead is perceived to be performing on a lower level.

The findings from the questionnaire prove otherwise, leaders rated themselves highly as effective leaders however not as highly on the self-awareness scales. The two concepts according to this study

show an inverse relationship between each other i.e. they are uncorrelated, this is in stark contrast to the literature that was reviewed; the literature indicates that self-awareness is a predictor of effective leadership and that one of the essential characteristics of true leadership is self-awareness.

This study has provided a review and analysis of the leadership and self-awareness literature that currently exists and has determined the relationship between these two concepts. Using a questionnaire survey the study has also provided primary data which was analyzed – the primary data was in contrast to the literature reviewed. The results of the study do however suggest that leaders rate themselves different from a leadership perspective than from a self-awareness perspective. Leaders seem to view themselves more favorably in under a public front than on an internal front.

5.5 Limitations of the Research Study

The researcher decided on making use of a single organization in order to gather primary data, in hindsight the better approach for this study would have been to use multiple organizations. This however would have proven to be highly administrative as obtaining permission to undertake studies in different corporates would be time consuming, time of which was not available – hence the use of a single organization was opted for.

The research thus was limited to primary data being gathered from a single organization. The response rate was not as high as anticipated. The researcher was expectant of more responses from subjects in Senior and Executive Levels of Management which was not the case.

5.5 Recommendations based on the Research Outcomes

The benefits to stakeholders include more emphasis on self-awareness in leadership which may lead to and/or improve organizational effectiveness.

Organizations should not neglect the development of the individual. It appears that most leaders showed a strong public front (by rating themselves as highly effective leaders) but on a personal level did not exhibit the same levels of confidence. The soft skills required for effective leadership are essential, the study concludes that leadership does begin with the person himself and organizations should seek to develop individuals inner strength and awareness in order to develop more effective leadership in organizations.

Self-awareness tests should be utilized at a recruitment level and the importance of it should be driven throughout the organization. Organizations could include comprehensive assessments for individual's self-awareness especially when hiring for the more senior positions within the organization. Self-awareness training should become more regular within organizations in order to drive awareness and improve on individuals awareness of self.

5.6 Recommendations for Future Research

The study should be undertaken on a more diverse level in terms of using different organizations across different sectors.

The methodology used could be altered so that those in executive and senior levels within the organization are rated from the perspective of non-executive and non-senior members. Those in executive and senior levels within the organization can be asked to rate themselves. The ratings could be compared to provide more validity and reliability to the study.

5.7 Conclusion

Literature that establishes the linkage between effective leadership and self-awareness is scarce, the importance between these two concepts demands attention, for it is essentially who we are that determines how (well) we lead.

Concepts including communication, relationship building and emotional intelligence (EQ) have been raved about and have increasingly become part of corporate learning in order to boost organizational efficiency. Self-knowledge is a vast and exciting field which businesses are taking keen interest in – this due to the insight of the impact of intrapersonal skills on leadership.

The importance of self-awareness both on a personal and professional level is of high importance to an individual with personal and professional aspirations, the relationship between these two concepts (self-awareness and effective leadership) was the fundamental theme of this research.

Although the literature reviewed showed that effective leadership drives organizational performance and that self-awareness drives effective leadership, the primary data findings did not agree with this. Leaders rated themselves higher when evaluating their leadership skill whilst lower when rating themselves as individuals. The findings of this study are thus inconclusive at this stage and further research using different methodologies should be undertaken.

This study was aimed at examining effective leadership and its relevance to organizational success as well as determining the relationship between self-awareness and effective leadership, this chapter sought to tie in all the findings, observations and analysis of the previous chapters which it has accomplished.

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Appendices

Appendix One: Questionnaire

1. What is your current management level?

Junior	
Middle	
Senior	
Exco	
Other	
If other, please clarify	
I choose not to answer	

2. How best would you describe the following characteristics within your organization:

2.1 Employee Morale (Select one option)

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

2.2 Employee Performance Levels (Select one option)

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

2.3 Level of Employee Commitment (Select one option)

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

3. Effective leadership can be described as getting results, and getting results can further be defined as getting the right things done, within your organization do you consider your leaders to be effective?

Yes	
No	
Other, please specify	
I choose not to answer	

4. "Effective leadership begins with the person himself". Do you agree with this statement?

Yes	
No	
Other, please specify	
I choose not to answer	

5. Which characteristics from the list below do you as a leader possess? (Select as many as you feel are applicable)

Ability to Delegate Well		Open-mindedness	
Adaptability		Open-to-Change	
Consistency		Organisation	
Enthusiasm		Proactivity	
Evaluative in Nature		Quiet Confidence	
Good Communication Skills		Resourcefulness	
High Degree of Emotional Intelligence		Respectfulness	
Initiative		Rewarding Nature	
Interest in Feedback		Well-educated	

None of the above	
I choose not to answer	

6. How do you as an individual rate yourself on the following characteristics?

6.1 Receiving Constructive Criticism

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

6.2 Decision-Making

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

6.3 Level of Self-Acceptance

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

6.4 Vision

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

6.5 Interaction with others at the work place

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

6.6 Level of Emotional Intelligence

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

6.7 Ease in communicating your strengths and weaknesses

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

6.8 Level of Positive Self-Image

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

7. Do you think that organizational success is dependent on Effective Leadership?

Yes	
No	
Other, please specify	
I choose not to answer	

8. Within your organization, how would you rate the following:

8.1 Culture

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

8.2 Leadership

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

8.3 Communication

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

8.4 Innovation

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

8.5 Adaptability

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

8.6 Profitability

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	

8.7 Employee Well-being

Excellent	
Very Good	
Good	
Fair	
Poor	
I choose not to answer	