

UNIVERSITY OF KWAZULU-NATAL

**Developing a Public Sector Leadership Framework for Advancing Economic
Development in South Africa**

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Graduate School of Business & Leadership

College of Law and Management Studies

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DECLARATION

I, Shoayb Sheik, declare that:

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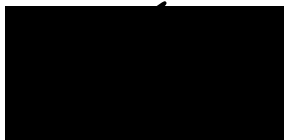
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Dated: 24 April 2024

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To my dear mother, whose love knows no bounds and whose sacrifices have paved the way for my success. Though not formally educated, you have imparted upon me life's most invaluable lessons - resilience, compassion, and the unwavering belief in the power of determination. Your wisdom, nurtured through life's trials and triumphs, has been my greatest teacher, shaping not only my academic pursuits but also my character and values. It is your unwavering faith in me that has propelled me forward, even in the face of adversity. For every sacrifice made, every encouraging word spoken, and every silent prayer offered, I am eternally grateful.

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With sincere gratitude and appreciation,

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DEDICATION

To my dearest daughter,

As I pour my heart into these words, you're right here beside me, learning how to crawl.

From the moment you came into my life, you became my guiding light, my reason for everything that I do. Even before you took your first breath, your presence filled my heart with an inexplicable love and a profound sense of responsibility.

As I embarked on this journey of doctoral studies, you were but a dream, a hope for the future. But on the 9th day of August 2023, you transformed that dream into a reality, gracing the world with your presence and filling my life with an indescribable joy.

I held onto the belief that my efforts would pave the way for a brighter future—a future where no child goes hungry, no parent struggles alone, and no individual is left behind. That, my princess, is what true leadership is about. It's about making a difference, about reaching out to those in need, and about striving for a world where every person has the opportunity to thrive.

My hope for you is that you carry forward this legacy of compassion, empathy, and determination. May you use your intellect, your passion, and your unwavering spirit to change lives, to inspire others, and to leave an enduring mark in this world.

Today, as I dedicate this accomplishment to you, I am overcome with emotion, for it symbolises not just the culmination of years of hard work and dedication, but also the promise of a future filled with endless possibilities for you.

May this dedication serve as a testament to the love and gratitude that fills my heart for you, my princess. Know that every milestone achieved in this journey is a tribute to the incredible person you are destined to become.

With all my love, admiration, and endless pride,

Dad

ABSTRACT

The aim of this study was to develop a public sector leadership framework tailored to South Africa's context as a developing economy, to guide decision-makers in adopting relevant and adequate policies that can contribute to higher economic development. The research objectives were: (1) To critically analyse the public sector leadership challenges impacting South Africa's economic development, (2) To critically examine the impact of public sector leadership challenges on the economic development of South Africa, and (3) To develop a leadership framework that would address these challenges and advance the economic development of South Africa.

A qualitative approach with an exploratory design was employed, and 20 participants from ministry department heads in South Africa were selected through purposive sampling. Thematic analysis was utilised to analyse the data that was collected through semi-structured interviews.

The study identified several significant challenges within South Africa's public sector leadership, including institutional weaknesses, historical inequalities, corruption, lack of accountability, inadequate resource allocation, resistance to change, ethical leadership deficits, compliance issues with legislative frameworks, and insufficient skills and resources. Additionally, IT integration and cybersecurity risks, coupled with a lack of innovation and policy development, compounded governance challenges. These issues collectively contributed to adverse economic impacts, such as diminished investor confidence, hindered economic growth, increased policy uncertainty, economic stagnation, and inefficiencies in governmental service delivery.

Key recommendations were proposed to address these challenges and enhance economic development. These included comprehensive leadership training and development programs to equip leaders with necessary skills, structured performance evaluation systems to promote accountability, and the promotion of ethical leadership to foster public trust.

This study provides insights into the challenges faced by public sector leaders in South Africa and offers practical recommendations to enhance governance and drive economic development. Future research should focus on assessing the effectiveness of the proposed interventions, with empirical studies evaluating the impact of leadership development programs on economic outcomes. Cross-country comparisons could also identify best practices. This research aims to inform policy and practice, aiding policymakers in implementing evidence-based strategies to overcome public sector leadership challenges and advance economic development goals.

LIST OF ACRONYMS

ANC	African National Congress
AU	African Union
CCPS	Sub-Theme of Conduct in the Public Service
CEO	Chief Executive Officer
CPSA	Communist Party of South Africa
DDG	Deputy Director General
DG	Director General
ECTA	Electronic Communications and Transactions Act
GEAR	Growth, Employment And Redistribution
GDP	Gross Domestic Product
GSI	Governmental Service Initiatives
HOD	Head of Department
IDP	Integrated Development Plan
IMF	International Monetary Fund
IT	Information Technology
MEC	Members of the Executive Council
MFMA	Municipal Finance Management Act
MMC	Members of the Mayors Council
NPA	New Public Administration
NPM	New Public Management
NPS	New Public Service
NVivo	Software for qualitative data analysis
PAJA	Promotion of Administrative Justice Act

PFMA	Public Finance Management Act
PPA	Public Procurement Act
PSA	Public Service Act
RDP	Reconstruction and Development Plan
SA	South Africa
UN	United Nations
UK	United Kingdom
US	United States

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DEFINITION OF KEY TERMINOLOGY

Several key concepts in the study, namely leadership, management, public sector, governance, accountability, stakeholder engagement, political economy, socio-economic development, economic development, economic growth, development, and sustainable development, are briefly defined.

1. Management

Management involves planning, organizing, leading, and controlling resources to achieve specific goals (Drucker, 2021). It focuses on the efficient and effective use of resources. In the context of this study, management refers to the administrative functions within public sector organizations, highlighting the distinction and interplay between management and leadership in achieving economic development.

2. Leadership

Leadership focuses on power, people, and purpose. According to Northouse (2021), leadership is the process of influencing a group of people toward a common goal using primarily non-coercive methods. It also involves accepting a position that calls for leadership skills (Avolio & Yammarino, 2020). In the context of this study, leadership refers to the directors in the departments within the various government ministries who are considered public sector leaders.

3. Public Sector

The public sector is the segment of the economy composed of different governmental levels and government-controlled businesses (Wegner, 2021). It excludes private businesses, non-profits, and families. For this study, the public sector encompasses the various departments and ministries within the government that are involved in economic development.

4. Governance

Governance refers to the frameworks, processes, and mechanisms that ensure the effective, equitable, and accountable management of public resources (Ansell & Gash, 2019). It includes the institutions and practices through which decisions are made and implemented. In this study, governance is concerned with how public sector leadership can improve the management and delivery of public services.

5. Accountability

Accountability is the obligation of public officials to answer for their actions and decisions and to accept responsibility for them (Bovens & Willems, 2020). It ensures transparency and trust in public administration. In this study, accountability is a crucial aspect of public sector leadership, focusing on how leaders can be held responsible for their performance and decision-making.

6. Stakeholder Engagement

Stakeholder engagement involves the process of involving individuals, groups, or organizations that may be affected by or have an effect on a project or policy (Ospina, 2017). It is essential for achieving inclusive and sustainable development. In the context of this study, stakeholder engagement examines how public sector leaders interact with various stakeholders, including citizens, businesses, and other government entities, to foster collaboration and effective governance.

7. Political Economy

Political economy is the study of production, trade, and their relations with the judicial system and the executive department of government (Naidoo, 2019). It examines how economic theory influences various socioeconomic systems, such as socialism and communism, and how public policy is created and implemented. In the context of this study, political economy pertains to the interplay between public sector leadership and the economic policies that drive development.

8. Socio-Economic Development

Socio-economic development refers to the process of social and economic improvement in a society. It encompasses efforts to enhance the well-being of individuals through economic growth and development, improved education, healthcare, and social services (Todaro & Smith, 2021). In this study, socio-economic development highlights how public sector leadership can contribute to the overall betterment of society.

9. Economic Development

Economic development refers to the economic growth that improves the economic welfare of the population's most vulnerable segments, including improvements in education levels, output distribution, and economic structural change (Todaro & Smith, 2020). In this study, economic

development is considered in terms of how leadership in the public sector can drive such growth and improvements.

10. Economic Growth

Economic growth is the increase in the amount of goods and services produced per head of the population over a period of time (Krugman et al., 2021). It is a vital aspect of economic development. This study considers economic growth as a key indicator of the effectiveness of public sector leadership in fostering a thriving economy.

11. Development

Development refers to the process of improving the quality of all human lives and capabilities by raising people's levels of living, self-esteem, and freedom (Sachs et al., 2021). In this study, development is understood as a broad concept encompassing economic, social, and institutional progress driven by effective public sector leadership.

12. Sustainable Development

Sustainable development is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs (UN, 2021). It integrates economic, social, and environmental dimensions. In this study, sustainable development is a goal for public sector leadership, emphasizing the need for policies and practices that ensure long-term economic, social, and environmental health.

13. Public Service

Public service refers to services provided by government to its citizens, either directly or through the financing of another entity to deliver the service (Kettl & Fesler, 2021). It includes a wide range of activities, from education and healthcare to infrastructure and public safety. In this study, public service is considered in relation to how effective public sector leadership can improve the delivery and quality of these essential services.

CHAPTER ONE: INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

The leadership discourse has been a foundation for understanding social and historical change (De Kadt & Larreguy, 2018) which from an economic perspective entails comprehending the great capitalist revolution, the change that transformed a society primarily based on agricultural labour into a business society, a manufacturing society, and ultimately an industrial society. Adam Smith, David Ricardo, and John Stuart Mill are examples of classical theorists who understood this change (Nuechterlein, 2019). Economic leadership requires an analysis of the dynamics in capitalism which for political economists like Karl Marx, were responsible for its expansion and development. The goal is to identify long-term transitional patterns that indicate fundamental shifts in the system and cyclical patterns of short-term growth and contraction (Mestry, 2017).

Bennis and Thomas (2020) contend that effective leadership is imperative for emerging economies, particularly in the public sector of South Africa. The authors argue that the lack of efficient leadership often results in citizens resorting to protesting against inadequate services, as leaders fail to guide the public. This underscores the significance of capable leadership in managing public services in emerging economies such as South Africa. Thus, leadership in the public sector has to deal with many difficulties, including challenges that hinder change in the country and the entire socioeconomic system. In light of this, there is need for a framework that reflects the fundamental aspects for effective public sector leadership.

The first chapter comprises the following elements: defining important terms, presenting the study's motivation, articulating the problem statement, stating the study's purpose, outlining research objectives and questions, discussing theoretical and practical significance, and providing an overview of the study's structure.

1.2 Background of the Study

South Africa's population is currently losing confidence in the public sector due to perceived inaction by the leadership (government) on issues such as youth unemployment, brutal poverty, stubborn inequality, high crime rates and corruption (De Kadt & Larreguy, 2018). South Africa's current democracy is based on what is known today as proportional representation, in

which political parties elect their president, who then directs the party's campaign (Mestry, 2017).

Since the struggle against apartheid, the African National Congress (ANC) and the Communist Party of South Africa (CPSA) have collaborated (Hallinger, 2018). The Communist Party is in theory the ideological force, which has always been the driving force of powerful nationalist movements and struggles. Effective leadership is crucial for emerging economies, especially in the South African public sector, according to Bennis and Thomas (2020). The authors argue that the lack of efficient leadership often results in citizens resorting to protesting against inadequate services, as leaders fail to provide guidance to the public. This underscores the significance of capable leadership in managing public services in developing economies such as South Africa.

Considering the significance of the public sector leadership in the development and growth of socio-economic transformation of the country, there is a need for developing a framework for managing the public sector leadership challenges in South Africa which if addressed adequately, will advance the economic development agenda. Thus, this study will therefore aim to develop a leadership framework that will contribute to addressing the public leadership challenges to advance the development of the economy of South Africa.

Previous studies have been grounded on the different aspects of public sector leadership theoretical models. However, the extant literature omitted discussions on the applicability of the models in contemporary public sector leadership which have a bearing on the economic development of an emerging economy (Ojilong'Omukaga, 2020). Thus, this study aims to develop an all-inclusive understanding of public sector leadership and economic development.

Furthermore, most previous studies were conducted using quantitative research approaches (Anggriyani & Harefa, 2022). This study will be conducted using a qualitative case study approach since this approach permits closing the methodological gaps by proffering a more in-depth descriptive knowledge of the public sector leadership framework sensitive to South Africa as an emerging economy to achieve higher economic development.

Previous studies have also provided evidence that the fraud and compliance risks management models were not effective in the South African public sector context due to numerous reasons (Abioro, 2021). The models proposed explicate the incentive for fraud and non-compliance

and have restricted application in the public sector. The practical approach to close the knowledge gap could be to contextualise and develop a customised framework for the public sector organisations researched in this study. Furthermore, South Africa is a unique and globally categorised emerging economy country and what may be applicable in other countries may not be applicable in South Africa. Addressing public sector leadership challenges could close the contextual gaps by providing tailor-made guidelines and frameworks.

1.3 Problem Statement

South Africa faces persistent economic challenges, including rising inflation, inadequate employment opportunities, and stagnated economic advancements. Despite numerous amendments to leadership plans and Whitepapers, there has been a continuous downward trend in economic growth. The core problem is the inefficacy of current public sector leadership, which is crucial for driving economic development.

Effective leadership in the public sector is crucial for driving economic development. According to Hallinger (2018), appointing departmental leaders based on merit is essential for achieving economic progress. Torfing, Sørensen, and Røiseland (2019) argue that while various leadership models exist, there is a lack of a 'tailor-made' leadership framework suited to the unique context of South Africa's public sector. This deficiency has impeded the country's economic development.

The primary focus of this study is to address how leadership emerges and how managerial functions are discharged within the public sector, establishing a causal-effect relationship between leadership practices and economic outcomes. The study aims to develop a public sector leadership framework that is unique and sensitive to South Africa as a developing economy. This framework is intended to guide decision-makers in adopting relevant and effective policies.

Patience and Nel (2021) emphasize that public sector leaders must understand the necessary skills and capacities to realize their vision and ensure effective governance. They highlight that the absence of a leadership competency framework is evidenced by inefficient, poor, and unreliable delivery of constitutionally mandated services, as well as poor governance. Therefore, to manage the leadership challenges compromising economic development, it is crucial to develop a comprehensive leadership framework. This framework should be utilized

by departmental directors within various government ministries to enhance their capacity to contribute to South Africa's economic development.

1.4 Research Aim and Objectives

The study aims to develop a public sector leadership framework that will contribute to achieving higher economic development by being sensitive to South Africa as a developing economy.

The objectives of the study are:

- To critically analyse the public sector leadership challenges impacting South Africa's economic development.
- To critically examine the impact of public sector leadership challenges on the economic development of South Africa.
- To develop a leadership framework that will contribute to addressing the public sector leadership challenges and advance the economic development of South Africa.

1.5 Research Questions

The following research questions will be addressed:

- What are the public sector leadership challenges impacting South Africa's economic development?
- What is the impact of the public sector leadership challenges on the economic development of South Africa?
- What kind of a leadership framework could contribute to addressing the public sector leadership challenges and advancing the economic development of South Africa?

1.6 Contribution of the Study

This study is significant because real, substantial economic progress cannot be achieved through efforts to reconcile the opposed political factions within the ruling party. The desire to advance national interests must be the driving force behind real economic development (Gloppen, 2019). There is a need to mitigate the public sector leadership challenges and develop a leadership framework that produces results based on pragmatism. This could be

possible if the leadership issues facing the South African public sector are acknowledged and addressed.

Developing a leadership framework that could drive economic development is critical, especially given the interconnectedness of the past, present and future. Every country is becoming an anachronism that no longer applies in the future. The medium to long term is not a future event; rather, it is something that leaders and their followers create or destroy through their consistent practical actions (De Kadt & Larreguy, 2018).

This research will consider factors such as lack of planning, corruption, fraud, mismanaged resources including finances, lack of political will, insufficient skill levels, and other issues to better understand the nature and role of leadership in the public sector.

1.7 Research Methodology and Design

This section discusses the research design and methodologies that support the investigation. The study is conducted using Saunders, Lewis, and Thornhill's (2019) Research Onion as a guide since the Research Onion illustrates the various options, paradigms, strategies, and processes that researchers use to systematically conduct research.

1.7.1 Research Paradigm

To understand the leadership challenges in the public sector and how they are affecting economic development based on the perceptions of the public sector departmental directors the interpretivist paradigm will be used. This paradigm utilises methods that focus on interpreting the subjective experiences of study participants through observations and interviews. To evaluate the connection between theory and research, the interpretivist research strategy employs normative and inductive techniques (Leedy & Ormrod, 2015). In the world of research, interpretivism is well renowned for its capacity to comprehend participants' beliefs and views. To gather the information needed to address the study's aim and objectives, semi-structured interviews will be conducted.

1.7.2 Research Approach

Given that the aim of this study is to investigate the leadership challenges and develop the public sector leadership framework to manage the challenges which are compromising the

economic development in South Africa, the study takes a qualitative approach to analyse a particular way of viewing and understanding the phenomenon under investigation.

A qualitative research approach aims at developing theory and knowledge. Qualitative research is defined as putting an observer's situational actions in the context of the outside world. By examining the interpretations humans give to natural occurrences, qualitative research aims to understand or explain them.. This involves taking a naturalistic, interpretive approach to the environment. Using qualitative research also enables the evaluation of the wider picture and commences by looking for a comprehension of a research phenomenon (Maree, 2017).

1.7.3 Target population and Sampling

The full set of elements defining the research phenomenon is proposed as the target population (Maree, 2017). In this regard, the population can be in a form of organisations, individuals or infrastructure. In this study, the population comprises the directors of public sector department in every government Ministry in South Africa. The target population will be the departmental directors within the various government ministries that are associated with the economic development of South Africa. The target population are expected to have vast knowledge on public sector leadership and how it impacts on the economic development.

In keeping with the exploratory and qualitative nature of the study, non-probability sampling, namely purposive sampling will be used. With purposeful sampling, the researcher considers their subjective perceptions about the participants and the important participants who can provide pertinent information on the study's subject. The selection of the sample is determined through the researcher's evaluation, which takes into consideration the departments' positioning in the state's economic development and the extent of their direct contribution towards economic development. Creswell (2014) states that for qualitative research to reach data saturation, a sample size of 10 to 25 participants is sufficient. Therefore, for this study, a sample of 20 participants will be chosen to engage in the study. The sample is drawn from directors within the various government ministries who are responsible for economic development.

1.7.4 Data Collection and Analysis

Given the inductive nature of the study, interviews are used as the data collection procedure. When using interviews, it is also possible to delve further into certain areas of interest and follow up in cases where the participant's responses are unclear. In order to keep the researcher

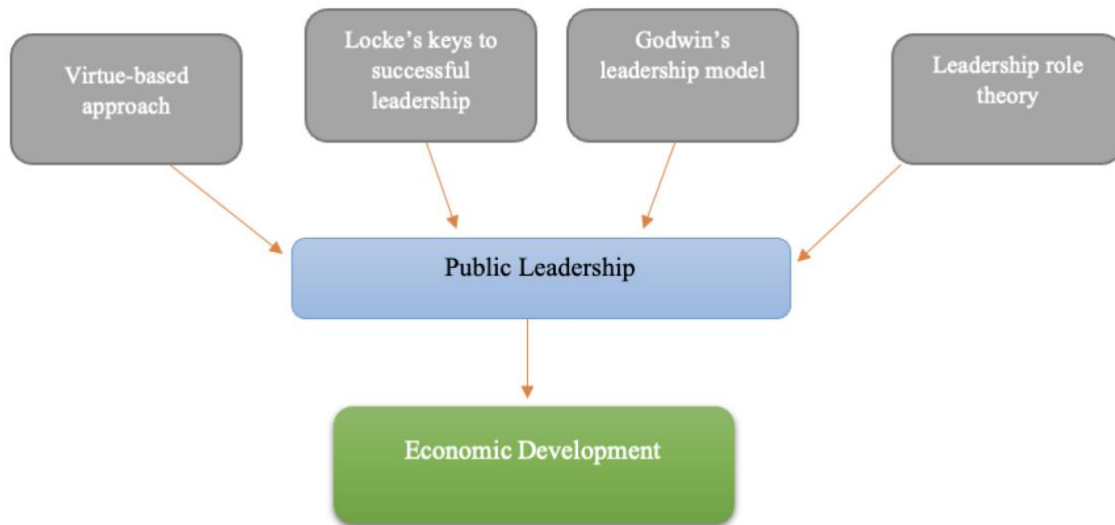
focused on the study topic, the semi-structured interviews will be conducted using an interview guide. Face-to-face interviews will be done, which will enable the researcher to ‘read’ body language and other facial expressions that reveal how participants are feeling about the topic. The 30-45-minute-long, face-to-face interview sessions will be held in English. Prior to the commencement of the interview sessions, consent will be sought for voluntary participation as well as digital recording of the interviews.

Thematic analysis, which is a process for choosing, analysing, and recording interview data will be used in this study. The data will be Sub-Themed into themes using software called N-Vivo. Before coding the data, the researcher will familiarise himself with them to identify connections, resemblance patterns, and meanings (Igwenagu, 2016). As new subthemes arise from the study objectives, they will be organised in a way that addresses the primary themes.

1.8 Theoretical Framework of the Study

Theoretical frameworks influence research because they provide direction and a lens through which to view the data. According to Flick (2018), any deductive or inductive inquiry must start with the essential components of a theoretical framework. The theoretical foundations that support the current investigation will include the virtue-based theory, leadership role theory, contemporary leadership theories, Godwin’s Leadership Model for Developing Countries, and Locke’s four keys to Successful Leadership.

Figure 1.1: Theoretical Framework



Source: Author's own

1.9 Conceptual Framework of the Study

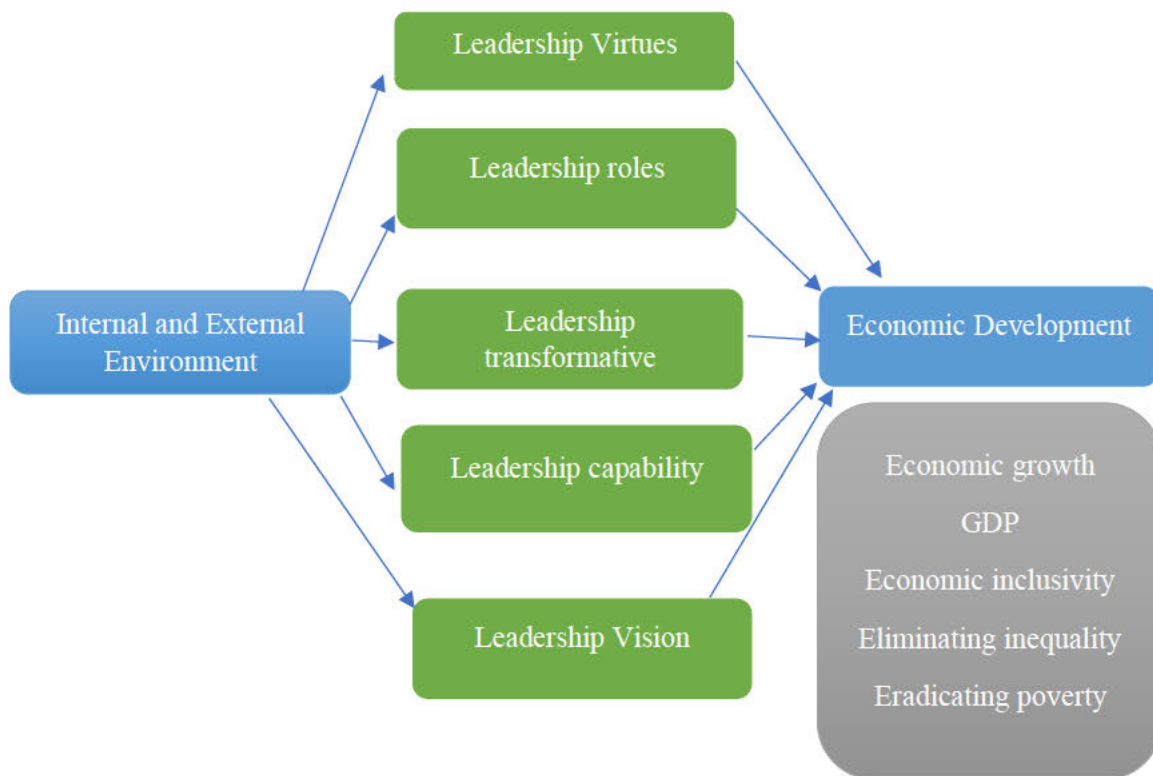
The overall aim of the study is to develop a public sector leadership framework which will contribute to achieving higher economic development by being sensitive to South Africa as a developing economy.

Regardless of the existence of a plethora of leadership models and theories, the applicability and sensitivity of the models may be limited due to the nature of the public sector in the developing economies.

The prevailing consensus among theories and models is that leadership does not have a fixed, absolute right or wrong approach. Similarly, there is no universally superior or most effective leadership style for the public sector. According to DuBrin's study (2010:123) on executives, it became apparent that the most successful leaders are those who embrace a diverse range of leadership styles. Additionally, the leadership style deemed appropriate is influenced by the prevailing organisational culture. Consequently, DuBrin (2010:124) contends that the most effective leader would demonstrate adaptability and flexibility to suit the specific circumstances they encounter.

The conceptual framework of the study is established through reviewing leadership theories where fundamental elements are drawn and combined in a single framework. The major leadership theories considered include virtue-based approach, leadership role theory, Godwin’s leadership model and Locke’s keys to successful leadership. As depicted in Figure 1.2, the proposed public sector leadership framework is conceptualised by drawing on components from the virtue-based approach leadership role theory, Godwin’s leadership model and Locke’s keys to successful leadership. The components drawn must be sensitive to the nature of public sector context of an emerging economy.

Figure 1.2: Proposed Conceptual Framework



Source: Author’s own

1.10 Study Delimitations and Limitations

The study confines itself to the public sector, as it plays a crucial role in shaping and implementing policies that drive economic development. The private sector, although significant, operates under different dynamics and governance structures that are not within the scope of this research. The research limits itself to South Africa, reflecting the unique socio-economic and political environment of the country. This focus allows for a detailed and

context-specific analysis of leadership challenges and their impact on economic development, providing insights that are relevant to South Africa's public sector. A qualitative methodology is employed to gather in-depth insights from public sector leaders. This approach is chosen to capture the complexities and nuances of leadership challenges and their effects on economic development, which might be missed in a quantitative study.

The reliance on qualitative data means that the findings are based on the subjective experiences and perceptions of the participants. While this provides rich, detailed insights, it may also introduce bias and limit the generalizability of the results to a wider population. The findings and recommendations of this study are specifically tailored to the South African context. Therefore, their applicability to other countries or regions may be limited. However, the framework developed could serve as a reference for similar contexts with necessary adaptations.

By clearly delineating the scope and recognizing the limitations of this study, a focused and rigorous examination of the public sector leadership challenges and their impact on economic development in South Africa is ensured.

1.11 Layout of the Study

The study will follow the following lay out:

Chapter One: Introduction and Background of the Study - The backdrop of the study, the research topic, the research aims, and the significance of the study are all discussed in this chapter. The chapter is the foundation upon which the entire research will be constructed on.

Chapter Two: Literature Review - The chapter is the review and discussion of various perspectives and views as drawn from a plethora of authorities. To create a comprehensive knowledge, the chapter conceptualises the key study constructs and the underlying ideas.

Chapter Three: Theoretical and Conceptual Framework - the chapter deliberates the applicable theories to develop a conceptual framework a for a public sector leadership framework sensitive to South Africa as an emerging economy.

Chapter Four: Research Design and Methodology - The research methods and design are outlined in the chapter. The entire procedure, including data gathering, analysis, and presentation, will be addressed appropriately.

Chapter Five: Research Findings - The chapter will deal with the research findings presentation. The process follows the outlined methods and techniques in Chapter Four. Thematic analysis will be used to analyse the data.

Chapter Six: Discussion of Research Findings - In order to create the conceptual framework of the investigation, the chapter will discuss and interpret the study's findings. The discussion will follow a thematic analysis where emerging themes are deliberated.

Chapter Seven: Summary, Conclusion and Recommendations - The chapter will deliberate the summary, conclusions and recommendations of the study adhering to the research objectives.

1.12 Conclusion

This chapter is an introduction to the study as it sets the stage for a broader inquiry into creating a public sector leadership framework sensitive to economic development of South Africa. This chapter covers the research problem, research objectives, motivation of the study, contributions of the study, to mention a few. The idea serves as the basis for demonstrating how public sector leadership is challenged in South Africa with the impact felt on the economic development.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The focus of this chapter is on a review of the empirical literature, where critiques of existing literature, summary and identifying the research gaps are conducted. The literature review deliberates on the fundamental constructs and the operationalisation of variables. The review was aimed at creating an all-inclusive understanding of the public sector leadership framework to achieve higher economic development. The understanding of leadership and economic development draws from a plethora of authorities across the globe. The chapter which is a review of the existing literature regarding the subject under study commences with the conceptualisation of leadership and economic development. The review begins with global perspectives, then zooms into the specific context of South Africa, focusing on political and administrative leadership, management concepts, and the interplay between leadership and economic development

2.2 Global Perspectives on Public Sector Leadership

Public sector leadership is a crucial element of governance globally, impacting both private and public sectors. International organizations like the African Union, the United Nations, and influential countries such as the United States, France, Germany, and the United Kingdom actively support and uphold democratic principles and the rule of law to ensure effective leadership (Wegner, 2018).

Effective leadership in the public service hinges on several key indicators, including accountability, transparency, responsiveness, innovation, and ethical conduct. These indicators are crucial for ensuring that leaders can navigate complex governance environments and meet the needs of their communities (Bovens & Willems, 2021).

Baloyi (2016:12) points out that the public sector in Africa and the world at large lacks effective management and leadership. Numerous studies have indicated that higher-level offices and headquarters, which frequently exhibit a high level of ineptitude, are often to blame for issues of inefficiency, poor management, and poor governance. According to Fourie and Poggenpoel (2017), among the major issues hindering the growth of the global public sector is poor leadership. According to academic research, the majority of top employees employed in the

public sector are inept and frequently exhibit reckless traits with no repercussions (Korejan & Shahbazi, 2016; Ingram, 2016).

Dube (2019) asserts that there are several facilitators that define a leader's feats, emphasising the importance of forming an engaged team. This workforce will be composed of government employees who will be encouraged and mentored by executives who will show them how to successfully use their skills to produce outcomes (Fourie & Poggenpoel, 2017). Promoting the public interest and enacting laws that support sustainable development are requirements for those who want to exercise public leadership. According to this reasoning, leadership calls for taking appropriate action to uphold certain crucial principles. For enhancing management ability and organisational success, leadership is a crucial important variable (Ferree, 2018).

According to Mkhize (2018), the requirement to keep public services responsible to the community is what causes the strain on public institutions. As legislators explore addressing self-declared complications, aggressively alter present structures, and handle new trials, the public sector's activities, methods, and provisions are always evolving (Bush, 2018). One of the key themes in organisational behaviour is still leadership. Due to increasing demand to respond to the public, public governance officials have come under media criticism (Hartley, 2018).

The Global Perspectives on Public Sector Leadership and Developing a Public Sector Leadership Framework for Advancing Economic Development in South Africa are two interconnected concepts that share a common goal of advancing public sector leadership. The former focuses on examining leadership practices and challenges in different countries around the world, while the latter focuses specifically on developing a framework for leadership in the South African public sector. Both initiatives recognise the importance of effective leadership in driving economic development and promoting social progress. By drawing on global best practices and tailoring them to the specific context of South Africa, a comprehensive leadership framework can be developed to guide public sector leaders in their efforts to advance the country's economic development goals.

2.3 Conceptualisation of Leadership

Leadership is a multifaceted concept that lacks a unified definition, resulting in various interpretations and theoretical perspectives (Mkhize, 2018). Traditionally, leadership theories

focused on traits or personality-based characteristics, identifying qualities that differentiate leaders from non-leaders. However, contemporary research emphasizes situational theories, which argue that effective leadership depends on the context in which it is applied, considering both the leader's capabilities and the specific situation (Baloyi, 2016).

2.3.1 Political and Administrative Leadership

From a political perspective, leadership involves influencing and guiding public policy, decision-making, and governance processes. Political leaders are often elected or appointed officials who operate within the political arena, shaping the legislative and regulatory environment to achieve national or regional goals. This type of leadership is inherently linked to political power, authority, and the ability to mobilize public support for policies that drive economic development (Patience & Nel, 2021).

Conversely, administrative leadership focuses on the management and execution of policies and programs within public sector organizations. Administrative leaders, such as directors and senior managers in government departments, are responsible for implementing policies, managing resources, and ensuring efficient service delivery. This type of leadership is crucial for translating political directives into actionable plans and overseeing their execution to achieve desired outcomes (Ricucci, 2021).

The relationship between leadership and economic development is complex and multifaceted. Effective leadership, both political and administrative, is essential for creating an enabling environment for economic growth. Political leaders set the vision and strategic direction for economic policies, fostering an environment conducive to investment, innovation, and sustainable development. They play a pivotal role in establishing legal and institutional frameworks that support economic activities, protect property rights, and ensure political stability (Torning, Sørensen & Røiseland, 2019).

Administrative leaders, on the other hand, ensure the effective implementation of these policies. They manage public resources, oversee infrastructure development, and deliver public services that enhance the quality of life for citizens and support economic activities. Effective administrative leadership promotes efficiency, accountability, and transparency in public administration, which are critical for building investor confidence and fostering economic development (Bennis & Thomas, 2020).

2.3.2 Management in the Public Sector

Management involves planning, organizing, leading, and controlling resources to achieve specific goals. In the public sector, management is critical in ensuring that leadership directives are effectively executed. Management practices address the challenges of resource allocation, process efficiency, and the implementation of policies, which are essential for addressing the leadership challenges identified, such as institutional weaknesses and corruption (Drucker, 2021).

The practical definition of leadership focuses on three things: mission, authority, and individuals. In this sense, the term "leadership" is often used in normal conversation in two different contexts: first, to describe the activity of influencing a group of individuals toward a common goal using primarily non-coercive methods, and second, to describe accepting a position requiring leadership skills. The study aims to address the intertwined roles of political and administrative leadership in advancing economic development. By examining the leadership challenges in South Africa's public sector, the study seeks to develop a framework that enhances both political and administrative leadership capabilities, ultimately contributing to improved governance and economic outcomes. In this regard, this study will consider the Directors in the Office of Ministers in various Government Departments in South Africa.

2.4 Public Leadership

The academic research on public leadership is currently fragmented and lacks a unified theoretical and conceptual framework (Crosby & Bryson, 2018). Different definitions of public leadership exist, with some emphasising leadership within the public sector, specifically focused on creating public value (Crosby & Bryson, 2018). Public leadership is seen as a "boundary-crossing process" encompassing various forms of leadership, including political leadership, non-profit leadership, and network leadership, which may be less formal and structured (Hallinger, 2018:45).

Debates surrounding public leadership often centralised on different types of leadership behaviours, such as transactional or transformational leadership, distributed leadership, or specific leadership roles (Hanson, 2019). Public leadership is sometimes associated with public sector leadership or public service leadership, and understanding the subtle differences between these terms is essential for framing research questions (Hartley, 2018).

Research in this area explores how leadership contributes to the public good, the public sphere, and the creation of broader social public value (Crosby & Bryson, 2018). Public managers, as policy experts, are seen to have a responsibility to engage in policy deliberations, serving elected governments and citizens (Hanson, 2019). However, there is a debate over the separation between political activity and administration, with some viewing it as a useful fiction, while others see it as a legitimation strategy (Jackson, 2019)

Public leadership literature often focuses on individuals holding formal positions of power in government and public service, such as elected and appointed politicians, and public officials (Hartley, 2018). Public leadership goes beyond public officials and includes non-governmental actors and the wider public sphere, involving debates and people shaping public affairs in various sectors (Den Hartog et al., 2020). Leadership may come from different sources, including the state, the market, and civil society (Hartley, 2018).

In attempting to study public leadership, Vogel and Masal (2015) identify four general approaches: functionalist, behaviourist, biographical, and reformist. These approaches provide different lenses through which researchers can analyze and understand the complexities of public leadership.

2.4.1 Public Sector Leadership

Public sector leadership has emerged as an independent and significant field within public administration since the 1980s. In this context, public sector leadership is often considered synonymous with executive leadership, as described by Torfing, Sørensen, and Røiseland (2019) as 'administration leadership' in the public sector. Over the years, several schools of executive leadership theory have emerged, each with its distinctive focus and perspective.

Firstly, management theory places its primary emphasis on leading towards achieving specific outcomes and goals. Transactional leadership theory, on the other hand, focuses on leading and motivating followers through a system of exchanges and rewards. It focuses on the idea that leaders and followers engage in a transaction where effort and performance are rewarded.

On the other end of the spectrum, transformational leadership theory prioritises the transformation and growth of organisations. Leaders adopting this approach inspire and motivate their teams through a compelling vision, fostering a sense of purpose and enthusiasm.

Lateral and collaborative leadership theories take a broader view, recognising the complexity of leadership within interconnected systems. Leaders in this context need to navigate through various entities and foster collaboration to achieve collective goals effectively.

Lastly, ethical leadership theory revolves around leading with strong values and principles. Ethical leaders emphasise moral and ethical considerations in their decision-making process, promoting integrity and social responsibility. By understanding and integrating the insights from these diverse leadership theories, the study and practice of public sector leadership have seen notable advancements, contributing to the development of effective leadership practices in this critical domain.

Recent discussions on leadership challenge traditional leadership theories for being overly hierarchical, reliant on heroic figures, and rooted on power, while also lacking integration with broader systems and moral values and displaying a bias towards a logical positivist approach (Ricucci, 2021). In the public sector, there has been a trend towards increased centralisation of leadership resources in the hands of CEOs within the political executive, contrasting with developments in many developed countries where bureaucratic leadership in the 21st century has evolved (Hughes, 2017). Another significant trend in public sector leadership research involves recognising leadership among frontline public service members, leading to a shift towards decentralised leadership, though not necessarily embracing shared leadership concepts. Many grassroots leadership concepts explicitly acknowledge the potential for individual actions to have a significant impact on leadership and beyond (Helms, 2017).

In order to serve other stakeholders, public sector executives must work across agencies, exhibit "joint thinking," and provide citizens with "end-to-end" services (Tomlin et al., 2020:102). It might be argued that rather than replacing the conventional approaches to individual leadership that are frequently used in public sector research, the quest for new collective and individual competences could enhance them (Ospina, 2017). Three fundamental principles have historically supported public sector leadership: distributed leadership, shared leadership, and collective leadership. Understanding the subtle differences between them makes it easier to see why the public sector finds them to be so important.

2.4.1.1 Management Theory

Management theory places its primary emphasis on leading towards achieving specific outcomes and goals.

2.4.1.2 Transactional Leadership Theory

Transactional leadership theory focuses on leading and motivating followers through a system of exchanges and rewards. It focuses on the idea that leaders and followers engage in a transaction where effort and performance are rewarded.

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2.4.1.4 Lateral and Collaborative Leadership Theories

Lateral and collaborative leadership theories take a broader view, recognizing the complexity of leadership within interconnected systems. Leaders in this context need to navigate through various entities and foster collaboration to achieve collective goals effectively.

2.4.1.5 Ethical Leadership Theory

Ethical leadership theory revolves around leading with strong values and principles. Ethical leaders emphasize moral and ethical considerations in their decision-making process, promoting integrity and social responsibility.

2.4.2 Types of Leadership Styles

According to Naschold (2017), a leader's capacity to lead has a profound impact on their character, both within a team and beyond. However, certain situations may require a leader to adopt a specific leadership style that aligns best with the demands of the task at hand. It is crucial for leaders to be adaptable and capable of modifying their leadership approach to suit the unique personality styles and preferences of their team members. This flexibility fosters a more harmonious and productive team dynamic.

Building on this idea, Wegner (2018) identifies and describes various leadership styles that leaders can employ in their roles. These leadership styles serve as valuable tools for leaders to effectively guide and inspire their teams. By understanding and leveraging these diverse styles, leaders can cultivate a leadership approach that resonates with their team members, promoting collaboration, motivation, and ultimately achieving organisational success.

2.4.2.1 Autocratic Leadership Style

According to Wegner (2018), authoritarian leaders tend to centralise decision-making power within themselves. They prefer to make most of the decisions and expect their team members to simply execute them without much input. These leaders take full responsibility for the control and direction of the team, often neglecting to delegate decision-making to others. However, despite its effectiveness in certain situations, authoritarian leadership is generally considered outdated (Naidoo, 2019). The lack of consultation with team members under this leadership style leaves little room for them to develop their own leadership skills, hindering their growth and potential.

Authoritarian leadership is best suited for short-term, complex, technical, or urgent projects, as it allows for quick and decisive decision-making. Nevertheless, it is not a suitable option for long-term projects since it can lead to the deskilling of employees over time, limiting their ability to contribute effectively (Sundkler, 2018). As such, contemporary leadership practices often emphasise more collaborative and inclusive approaches that empower team members to participate in decision-making and foster a sense of ownership and engagement within the team.

2.4.2.2 Democratic Leadership Style

Democratic leaders are content to delegate decision-making authority and subsequent accountability to the group (Wegner, 2018). This leader prioritises the growth of team members and asks for feedback. The team under this kind of leadership produces a result of its collaborative effort. Democratic leaders confer with the group and take joint action. It generates devoted and obedient workers who are prepared to go above and above to get the intended outcomes (Sundkler, 2018). Decisions, however, could take longer than anticipated because every team member participates in the process (Murray, 2014).

2.4.2.3 Bureaucratic Leadership Style

Bureaucratic leadership focuses on requiring employees to follow organisational rules rather than being creative, thinking ‘outside the box’, innovating, or brainstorming (Sundkler, 2018). Instead of encouraging creativity, unconventional thinking, innovation, or brainstorming, bureaucratic leadership places a premium on making staff members adhere to organisational policies (Sundkler, 2018). For instance, public employees must act appropriately towards citizens as mandated by the Sub-Theme of Conduct in the Public Service (CCPS). The goal of this kind of leadership is to apply these Sub-Themes to public service. Leadership that is bureaucratic aids in fostering quality and consistency in production. In some organisational settings, it also aids in cost reduction and productivity enhancement. Nonetheless, people under bureaucratic leadership may feel dehumanised and discouraged. Moreover, companies may have an unskilled workforce as a result of low training and development spending (Naidoo, 2019).

2.4.2.4 Charismatic Leadership Style

Charismatic leadership is characterized by a leader's capacity to motivate and sway teams' actions (Murray, 2014). These leaders exhibit creativity, trustworthiness, and personal integrity, igniting enthusiasm within their teams for novel and potentially risky ideas. Moreover, they are tasked with crafting the institution's vision and strategy, empowering employees to realise it especially amidst organisational vulnerabilities and external challenges (Naidoo, 2019).

According to Malecki (2018), charismatic leadership is propelled by a vision aimed at ensuring the continuity of change, a crucial element in public service delivery. Such leaders lead through example, serving as role models, and effectively communicate and reinforce the organisation's fundamental values through both words and actions (Sundkler, 2018). This style of leadership fosters creativity and forward-thinking decision-making. Nevertheless, charismatic leaders must dedicate additional effort to nurturing team relationships (Wegner, 2018).

2.4.2.5 Strategic Leadership

Pretorius (2017:150) suggests that strategic leadership entails the capability to align organisational objectives, maintain strategic foresight, cultivate an efficient corporate culture,

and incentivise strategic initiatives. Malecki (2018) contends that strategic leadership empowers seasoned and forward-thinking leaders to devise innovative solutions in tumultuous, intricate, and unpredictable strategic landscapes. Consequently, Leithwood (2021) views strategic leadership as a form of executive leadership that orchestrates activities for the advancement and administration of the entire institution.

2.4.2.6 Managerial Leadership

The study of transformational leadership helped to popularise the idea of managerial leadership. According to Pretorius (2017:150), the public sector in Africa is dedicated to working in cooperation and collaboration with employees and residents to manage diversity, which inspires each stakeholder to commit to strategic planning and the accomplishment of predetermined criteria. Leithwood (2021) also enunciated that individuals who wish to hold public office should be in possession of a specific set of skills. The majority of African nations are putting measures into place to remind those in positions of authority to work relentlessly. The most important problem that has to be solved is making sure that quality management leadership in South Africa is proactive rather than reactive to social requirements. Only strong, responsible, persistent, and well-positioned leadership, according to Antonakis and House (2014), can get the public sector over the political and administrative barriers it now faces. The best leadership skills are frequently learned through trial-and-error methods, such as recognised and unofficial development efforts and cross-departmental communication programs (Leithwood, 2021).

Creating an all-inclusive understanding of the public sector leadership framework in order to achieve higher economic development requires a comprehensive examination of various leadership styles. Naschold (2017) emphasises that a leader's ability to lead influences their character and the dynamics within a team, implying that leadership styles play a crucial role in shaping team performance. Wegner (2018) identifies and describes different leadership styles, starting with the autocratic leadership style, where decision-making power rests solely with the leader. While this style may be effective for short-term, complex, or urgent projects, it can hinder the development of team members' leadership skills. In contrast, the democratic leadership style, which involves sharing decision-making and responsibility with the team, fosters a sense of ownership and dedication among employees, but it may lead to longer decision-making processes. Bureaucratic leadership focuses on strict adherence to organisational rules, ensuring consistency and reducing costs, but it can dehumanise employees

and hamper creativity. Charismatic leadership, characterised by inspiration and influence, empowers teams and drives change in public service delivery. Strategic leadership integrates organisational goals, sustains strategic thinking, and rewards strategic actions, while managerial leadership emphasises cooperation, collaboration, and proactive management to meet social requirements. To overcome political and administrative barriers, strong, responsible, persistent, and well-positioned leadership is crucial, and it can be developed through both formal and informal methods (Leithwood, 2021). By understanding and leveraging these diverse leadership styles, public sector leaders can create an inclusive framework that maximises economic development while nurturing the growth and potential of their teams.

2.5 Conceptualisation of Economic Development

Economic development is defined as economic growth that improves the economic welfare of the population's most vulnerable segments, or improvements in the level of education, output distribution, and economic structural change (Kahn, 2019). The exclusive emphasis of this definition is on production. Following World War II, governments came to understand the benefits of growth, as Malecki (2018) argued that economic development encompasses not only increased output but also shifts in the nature of output, alongside alterations in the technological and institutional frameworks governing production and distribution. The improvement in economic wellbeing is restricted to output distribution and education. Depending on the community, changes or improvements in many other areas, such as employment or health, may also contribute to an increase in wellbeing (Hanson, 2019). The description of economic development's requirement for improvement in particular sectors limits the welfare improvement to those problems.

Economic development is defined as economic growth that leads to structural changes in the economy and improved well-being of the community (Kahn, 2019). Moreover, economic development constitutes just one facet of the broader development spectrum, primarily addressing tangible aspects such as output, employment, income, and production structure. Conversely, development primarily revolves around transformations in human conditions, as highlighted by Hanson (2019). Besides fostering economic growth, reducing inequality, and eliminating poverty, development should be perceived as a multifaceted journey entailing substantial transformations in social frameworks, public attitudes, and governmental institutions, as outlined by Malecki (2018). The overall society system undergoes substantial

changes in order to adjust to the various basic requirements and goals of individuals and communities within the framework, moving from circumstances or conditions of life that are generally regarded as inadequate to circumstances or conditions that are considered material and life.

Economic development is attested as the long-term investment in infrastructure and the creation, dissemination and absorption of new ideas (Hanson, 2019; Rodrik, 2018; World Bank, 2021). Economic development requires teamwork and substantial long-term investment in infrastructure initiatives, which increasingly include digital development. Economic development, therefore, depends on the expansion of human capital in order to engage people more fully in economic, social and cultural behavioural patterns that promote initiative, participation, cooperation and competitiveness (Franko, 2018). The concept effectively conveys the dynamic nature of development, which requires constant improvement in living standards. However, the term is fairly broad, and ideas like unsatisfactory conditions and better material and spiritual are viewed differently by different people (Kjekshus, 2020). In the same way that economic growth is a subset of economic development but a crucial element of the greater economic development, economic development may be understood as both a subset and a crucial component of development.

The aim of creating an all-inclusive understanding of the public sector leadership framework in order to achieve higher economic development aligns with the concept of economic development, which encompasses not only economic growth but also structural changes and improvements in the well-being of the community (Kahn, 2019). Economic development recognises that material aspects such as output, employment, and income are essential, but it also emphasises the multidimensional nature of development, encompassing changes in social structures, public perceptions, and government organisations (Malecki, 2018). It requires long-term investments in infrastructure, the dissemination of new ideas, and the expansion of human capital to foster initiative, participation, cooperation, and competitiveness (Hanson, 2019; Franko, 2018). By adopting an all-inclusive understanding of public sector leadership, governments can effectively address the complex challenges of economic development, promote sustainable growth, and improve the overall well-being of their communities. This holistic approach recognises that economic development is a subset of the broader concept of development, and by leveraging leadership styles and strategies, public sector leaders can play a crucial role in driving progress and realising the goals of economic development.

2.6 The Need to Lead Effectively in the Public Service

Effective leadership in the public service hinges on several key indicators, including accountability, transparency, responsiveness, innovation, and ethical conduct (Bovens & Willems, 2021). These indicators are crucial for ensuring that leaders can navigate complex governance environments and meet the needs of their communities.

The significance of maintaining effective leadership extends beyond South Africa and holds relevance globally, spanning across both private and public sectors. Wegner (2018) highlights how international organisations like the African Union, the United Nations, and influential countries such as the United States, France, Germany, and the United Kingdom have actively taken measures to support and uphold democratic principles and the rule of law in various countries (Sun & Medaglia, 2019).

Within the context of South Africa, the constitution mandates that leaders uphold high standards of professional ethics and responsiveness to the needs of the people. This emphasis on ethical conduct and accountability reflects the country's commitment to effective and responsible leadership, ensuring that leaders act in the best interests of their citizens.

The theme of effective leadership resonates globally as it is essential for fostering stable and sustainable development in societies, driving progress, and addressing the challenges faced by nations across the world. Whether at the international level or within individual countries like South Africa, the role of leadership in shaping the present and future is fundamental to promoting prosperity and societal well-being.

Effective leadership, according to Bennis and Thomas (2020), is necessary in South Africa, particularly in the public sector, since when unhappy individuals take to the streets to voice their complaints about subpar services, it's typically because they tried to get help from leaders in the past and were unsuccessful. The community's needs are not being met by this leadership. The aforementioned researchers therefore started to wonder why this leadership was not receptive to the community's demands. According to Osborne (2018), ineffective leadership can be attributed to a variety of causes, including a lack of skills, an inability to foster a creative atmosphere, and old hierarchical systems. As a result, the community may find it difficult to respond to its needs and demands.

The significance of effective leadership and strong governance in facilitating efficient service delivery within the public sector is widely acknowledged. Bennis and Thomas (2020) suggest that instances of inadequate service provision can be partially attributed to ineffective leadership and governance deficiencies. This sentiment is echoed by Wegner (2018), who notes that many service delivery protests in South Africa stem from ineffective leadership and governance shortcomings. They advocate for addressing these issues as crucial steps in overcoming service delivery challenges in the country. Sun and Medaglia (2019) reinforce this viewpoint, emphasising that attaining service excellence across all government sectors relies heavily on effective leadership and the implementation of good governance practices.

Provincial and local government departments play a crucial role in delivering essential services to citizens, making leadership in these areas paramount to ensure efficient, equitable, and timely service delivery, as mandated by constitutional principles (Sun & Medaglia, 2019). It falls upon leaders to guarantee that services are provided effectively and cost-effectively. Failure to do so not only lead to widespread violent service delivery protests but also signifies a breach of constitutional obligations.

As Riccucci (2021) points out, South Africa has faced challenges with protests and demonstrations, often disrupting the economy and democratic processes. To address these issues and prevent potential crises, effective leadership is essential. Leaders need to be forward-thinking, possessing a vision and the ability to identify and address problems before they escalate.

By demonstrating proactive leadership, leaders can help create a stable and prosperous environment, fostering trust and confidence among the populace. Such leadership should prioritise meeting the needs of citizens, engaging with communities, and implementing efficient service delivery systems. In doing so, leaders can contribute to building a strong and united nation, ensuring the well-being and satisfaction of its citizens while upholding constitutional principles.

2.6.1 Barriers to Effective Public Service Delivery

Effective service delivery is a cornerstone of economic development (World Bank, 2021). When public services such as healthcare, education, transportation, and infrastructure are delivered efficiently and equitably, they enhance the overall quality of life and create a

conducive environment for economic activities (Bovens & Willems, 2021). Reliable public services support businesses by providing essential utilities, skilled labor, and effective regulation, which in turn fosters investment and economic growth (Ricucci, 2021). Conversely, poor service delivery can stymie economic development by creating inefficiencies, increasing costs for businesses, and eroding public trust in government institutions (Mazzucato & Kattel, 2020). Therefore, addressing barriers to effective public service delivery is crucial for promoting sustainable economic development (Fourie & Poggenpoel, 2017).

2.6.1.1 Bureaucracy

Weber (2015) introduced the concept of organisational bureaucracy as a means to achieve operational efficiency and effectiveness in service delivery through power structures, division of labor, hierarchical systems, rules, regulations, procedures, and efficient work performance. The fundamental principle of the Weberian model is that leadership, which legitimizes organisational structures, is grounded in merit rather than tradition (Ricucci, 2021). Organisational bureaucracies are successful when under the guidance of legitimate and rational leadership. The selection of leaders capable of transitioning a system from a traditional bureaucratic model to a more contemporary one is based on criteria such as knowledge, qualifications, and experience (Ghebrehiwet, 2017). Traditional bureaucratic culture is characterised by the separation of civil and administrative affairs, emphasising rules rather than serving the people (Enste & Heldman, 2017).

2.6.1.2 Institutional Corruption

There is no universally agreed-upon definition of corruption, as actions deemed corrupt in one context may not be viewed as such in another (Ghebrehiwet, 2017). Transparency International (2016) characterises corruption as a departure from the formal responsibilities of a public role, resulting from the misuse or breach of regulations associated with wielding certain forms of private influence. The underlying reasons for corruption vary from nation to nation, contingent upon economic, social, and political circumstances. Nonetheless, the scale and framework of governance, along with the quality of political and institutional systems, are fundamentally linked to the roots of corruption (Enste & Heldman, 2017)

As per the findings of the World Public Sector Report (2019), corruption intensifies conflict and erodes trust both between individuals and within institutions. Specifically, environmental

unpredictability and risks associated with knowledge are the primary uncertainties influencing leaders' decision-making processes. Corruption permeates all levels and phases of the public sector, impeding the delivery of goods and services in terms of both quantity and quality. Conversely, Sartor et al. (2019) argue that the presence of corruption-free practices is essential for fostering good governance. In societies like Ethiopia, corruption is widely perceived to be systemic and institutionalised, and to exacerbate sectoral inefficiencies. Furthermore, anti-corruption strategies are not considered an important element of development projects and design, nor an essential element of policy planning (Ayferam et al., 2015).

Institutional corruption erodes transparency and accountability, resulting in citizen dissatisfaction and a lack of trust in public institutions, as highlighted in the African Development Bank Report (2015). Inefficiencies within the public sector persist as a consequence of corruption, with senior leaders often yielding to the negative influence of their surroundings instead of upholding accepted ethical values and standards within their organisations, as noted by RoseAckerman et al. (2016). Moreover, Farouk et al. (2016) argue that the failure to uphold established ethical values leads to systemic corruption, characterised by inadequate transparency, accountability, and responsiveness. This suggests that the orientation of leaders significantly influences the behaviour of followers, impacting moral satisfaction, commitment, and the prevalence of corruption, as indicated by Policardo et al. (2018).

2.6.1.3 Other Barriers

In addition to bureaucracy and institutional corruption, several other barriers can hinder effective public service delivery. One such barrier is a lack of resources, including financial, technological, and human resources. Without adequate resources, public sector organisations may struggle to deliver quality services to citizens, resulting in dissatisfaction and mistrust. Another barrier is political interference, where politicians interfere in the day-to-day operations of public sector organisations, often to serve their interests rather than those of the public. This can lead to a lack of independence and impartiality in decision-making and undermine the effectiveness of public service delivery. Furthermore, cultural obstacles, such as resistance to change or insufficient support from stakeholders, can impede the execution of successful public service delivery strategies. Lastly, deficiencies in leadership capabilities and ineffective management practices can erode the performance of the public sector, leading to inefficiencies and subpar service delivery.

Developing a Public Sector Leadership Framework for Advancing Economic Development in South Africa is crucial in addressing the barriers to effective public service delivery in the country. Bureaucracy, institutional corruption, lack of resources, political interference, cultural barriers, and lack of leadership capacity are some of the key challenges that hinder effective public service delivery. A comprehensive leadership framework must be developed to address these challenges, which includes identifying and implementing strategies that enhance the quality of leadership and management practices in the public sector.

2.7 New Public Management

Christensen and Lægreid (2017) highlight that previous approaches to governance were ill-suited to the rapidly changing environment surrounding the public sector. New information systems and the need for organisations to be able to create and maintain networks are forcing changes in the public sector's approach to governance. Mann (2017) described the political desire to create bureaucratic organisations to become more market-centric and more commercial, so New Public Management (NPM) was implemented. According to Pollitt and Bouckaert (2017:58), the public sector could establish "quasi-markets" as a means of mitigating competition between public entities and private firms in the market. Hughes (2017) describes an alternative interpretation of the New Public Management (NPM) implementation. Noordegraaf (2017) emphasised that NPM was implemented because of criticism of PPA 6 and changes in societal perceptions of governance, monitoring, and accounting. Christensen and Lægreid (2017:94) call this shift in thinking about governance the 'accounting' shift. Accounting refers to 'the attempt to make visible, disaggregated, and categorise costs in previously aggregated more or less undefined areas and activities.' Mann (2017) concluded that the goal of NPM is to change the concept of management in the public sector to be more like management in the private sector. Additionally, the goal is to shift the focus from process to outcome.

This means that management focuses on the goals of the organisation and delegates execution (building of processes) to the operational level of the organisation. Mann (2017) describes the goal of NPM as making the public sector more rational in its management practices.

Hughes (2017) highlights the increase in cost containment in the public sector since the late 1980s. One of the reasons for the increase in cost control is the decentralization of budgetary responsibility in the organisation. This means that each function as a school or hospital clinic

is responsible for revenue and costs. Noordegraaf (2017) asserted that decentralization and the requirement that budgets must be balanced for three years after fiscal overruns lead to a focus on public sector costs.

Christensen and Lægreid (2017) assert that the emergence of NPM is largely due to the financial crisis of the 1970s, was aimed at improving government productivity, performance, accountability, and flexibility. Noordegraaf (2017) sees NPM as the transfer of business principles and management skills from the private to the public sector. Dube (2019) asserts that the evolution of NPM has forced state bureaucracies to be more responsive to citizens. However, Mkhize (2018) argues that the emergence of NPM amounted to an ‘intellectual coup’ in public administration. At one stage, proponents of NPM claimed to have intellectually defeated the old public management paradigm (Pollitt & Bouckaert, 2017). According to Joppien (2020), the emergence of new public management was seen as ‘the only way to correct the irreparable failure and moral bankruptcy of the old public management’. However, NPM did not live up to expectations and it was officially replaced by New Public Services.

2.7.1 New Public Service

Dube (2019) argued that the New Public Service (NPS) is seen as an alternative to New Public Administration (NPA) and New Public Management (NPM). He further asserts that the theoretical underpinnings of NPS are rooted in the relationship between government and citizens and collaborative effort and collective action. According to Mkhize (2018), some of the similarities between the NPM and NPS philosophies include: an emphasis on empowerment, sustainability, and improvement; standards and performance; goals and targets; and outcomes and explicit questions; accountability framework.

2.7.2 Governance

The idea of a New Public Service (NPS) was superseded by the emergence of a governance perspective in public administration discourse, which is considered to be one of the most important developments in the political sphere. Christensen and Lægreid (2017) explain that the governance paradigm arose due to weaknesses in the liberal, free market-based approach to NPM. Fourie and Poggenpoel (2017) see governance as a network of interaction and collaboration. Governance is conceptualised prescriptively by democratic governments to achieve and sustain policy objectives in the most effective and efficient manner.

Governance today goes beyond standard responses, structures and processes by providing public participation and accountability and open transparency of government processes. Dube (2019) explains that governance emphasises the link between civil society and the state. In this perspective, the concept of governance is the interaction between public and private actors to address social challenges.

Developing a Public Sector Leadership Framework for Advancing Economic Development in South Africa involves identifying and implementing leadership strategies that are aligned with the country's economic development goals. NPM can provide a useful lens through which to view public sector leadership in South Africa, as it emphasises the importance of performance measurement, results-based management, and accountability. By incorporating NPM principles into the leadership framework, public sector leaders in South Africa can adopt a more results-oriented approach to management, which can help to drive economic development and improve service delivery to citizens.

2.8 Practice of Public Sector Leadership

Joppien (2020) argues that in this changing world, practical leadership models can embody the values and norms that people will support, challenging theories and traditional ways of doing business. Effective leadership inspires actions that mimic great leadership, thereby encouraging people to uphold their ethical standards and respect their labour (Leithwood, 2021).

To avoid the complacency and contempt that can develop when people are not held accountable for their actions, public officials are forced to behave differently (Joppien, 2020). Society should exercise extreme caution when voting for patronage politicians and persuasive speakers who utilise their positions for personal gain. Individuals who can take constructive criticism must be chosen. This may be avoided if citizens carefully organise and manage their human and technological resources (Leithwood, 2021). As a result, there is a clear connection between political and executive leadership, which has both direct and indirect effects. However, by fostering a moral relationship between political and administrative leadership, this partnership helps stop corruption and poor management in towns. Eliminating dishonesty often involves developing connections based on moral principles, sound knowledge management, and moral integrity (Shah, 2019).

According to Kouzes and Posner (2013), formulating principles helps leaders gain dignity and helps shape their personalities to be role models. A transformational leader must not jeopardise service delivery. Leaders who do not transform will never be able to set an example for others with honour, integrity, and success while pursuing local government goals (Shah, 2019). This can lead to a lag in progress.

In the public sector, cohesion between political and executive leadership is very helpful in fostering trust (Sebola, 2015). The professionalism, experience, and ethical leadership are some of the qualities used to select public sector administrators (Leithwood, 2021). The situation can improve or worsen depending on the type of employees employed.

The capacity of others to zealously embrace the main intentions has an impact on the human element that drives and unifies a community in the attainment of those objectives (Leithwood, 2021). Public sector managers manage and provide leadership to boost morale and energise institutions. City administrators are also focusing their energy on the right direction to lead city department heads. Strong leaders emphasise having a distinct vision and purpose to keep their subordinates' concentration on planned objectives (Joppien, 2020).

Leithwood (2021) contends that, in order to overcome the aforementioned issues, the importance of strong administrative systems and leadership cannot be overstated. Leaders must provide an example that inspires and motivates followers to give their best work. The ability to spot fraud and corruption must exist. Leaders must therefore adopt the values of integrity, openness, and fairness in their dealings. They are also in charge of rallying the entire organisation to their cause (Shah, 2019).

According to Pretorius (2017:150), as leaders, administrative managers must possess moral qualities such as good judgment, endurance and resourcefulness. In order to make informed decisions, an efficient administrative system in a state-owned business needs administrative leadership that can combine all macro and micro consequences (Bush, 2018). The capacity to prevent mistakes and the fortitude to endure adversity in a turbulent corporate environment are further qualities of administrative leadership. Murray (2014) contends that in order to make judgments when they are necessary, leadership must have a good sense of timing and an eye for opportunity.

Bush (2018) points out that an important aspect of municipal governance is political leadership. The public sector institutions can employ a variety of leadership styles to influence specific dynamics within their operating environment.

The patterns and dynamics are changing in both rural and urban environments, and governance is becoming more complex. Networks of socioeconomic and political factors now transcend traditional boundaries of the public sector. According to Pretorius (2017:150), the activities of a wide range of civic and commercial actors affect local economies and people. In the context of this engagement, institutions must be led by strong radical leadership capable of making tedious policy judgments and directing management activities with various role players to improve local society for social and economic well-being (Leithwood, 2021). Thus, public sector leaders are usually citizens of parliament who work on the city council and symbolise the authority that appoints them. The decision-making process for all issues pertaining to social welfare must favour the community as a whole, according to the leaders.

The practice of public sector leadership plays a crucial role in achieving higher economic development. Practical leadership models that reflect the principles and standards upheld by individuals can have a revolutionary effect on companies and communities, according to Joppien (2020). Effective leadership promotes a culture of moral values and respect for labour in addition to inspiring followers to aspire to great leadership (Leithwood, 2021). Governments can foster leaders who can drive economic development by inspiring and motivating their teams, making wise decisions, and putting forth strategies that support innovation, efficiency, and inclusivity. This can be done by creating a public sector leadership framework that emphasises the importance of practical leadership. Such leadership techniques foster an environment that is favourable to both the public and private sectors' sustainable economic growth and development.

2.9 Public Sector Leadership Challenges

Leaders in the public sector are often challenged by unethical behaviour (Torfing, Sørensen & Røiseland, 2019). Leaders are viewed as those who have been selected and charged with furthering the purposes of the general public and helping to establish and construct an integrated culture and community that respect the organisation's basic values and main goals (Kroukamp, 2015). These leaders will obstruct effective socioeconomic growth and development if they engage in immoral behaviour, such as corruption.

To recognise or standardise human resources obstacles, skills development advantages, and efficient performance management frameworks and systems, public sector leaders need synergistic alliances with provincial and national entities in their structures, according to Torfing, Srensen, and Riseland (2019). They also need to have an excellent understanding of managing effectiveness. Leadership, which directly monitors efficient information system operations at all operational levels, notably its strategic alignment with the Integrated Development Plan (IDP), is necessary for successful leading and development. Using their expertise in observing and assessing the municipal operations and systems of service providers, senior management and leadership are crucial actors in making these initiatives effective (Mazzucato & Kattel, 2020). In this situation, it's crucial for leadership to have the necessary tools and abilities to oversee every public institution's operations on a continuing basis. Research shows unethical behaviour and cadre deployment significantly undermine resolve to improve individual and organisational capabilities (Torfing, 2019; Mazzucato & Kattel, 2020).

According to Torfing (2019), the new public management strategy did lay out a plan for encouraging public and private partnership as a way to create sustainable local businesses and jobs. Therefore, supply of vital services occurs via a competitive procurement procedure. This serves to provide flexibility, encourage efficient management, guarantee resourcefulness, and enhance output performance. As a result, it is the responsibility of province governments and parliaments to serve as watchdogs and root out poor performance (Mazzucato & Kattel, 2020). There is proof, however, that this technique, which sought to support efficient service delivery and successful development processes, has been compromised by corruption. As a result, the procedures and standards for financial reporting are still subpar.

Reddy (2016) asserts that many elected officials in charge of municipal government are underqualified to perform their duties. Shah (2019) contends that for the achievement of concrete action plans, leadership is responsible for direction and strategic thinking. This is crucial for keeping tabs on and assessing the actions of public sector executives, who are in charge of completing what has not yet been surpassed and are an important component of the execution and management of the entire process. Although it is generally acknowledged in the literature, institutions' poor execution of well-organised, nominal, and honest financial management is caused by a lack of suitable skills and leadership carelessness (Torfing, 2019). These interruptions frequently lead to circumstances where institutions falsify actual performance in terms of reporting and long-term financial viability. Due to the large

disagreement and ineptitude in service delivery, residents typically lack faith in the civic sector and vote with their feet when it comes to the government (Torfing, Sorensen & Riseland, 2019).

2.10 Public Sector Leadership in South Africa

In the post-apartheid era, democracy flourished in South Africa. The entrenchment of democracy allowed the provision of effective leadership for equitable and sustainable practices which also mitigated the inequalities and racialised developmental scars of apartheid. The seeming inability of various public sector departments around the nation to provide effective services is directly tied to leadership issues, despite the benefits that good leadership and the newly discovered democracy were anticipated to bring about (Wegner, 2018). According to academics, crooked and unethical leadership is progressively tainting local governance in South Africa, which frequently displays mismanagement and corruption (Reddy, 2016). All concepts of leadership must be connected to the South African environment. Mkhize (2018), for instance, notes that the public sector in South Africa has a propensity to embrace any definition of leadership that materialises along the road before realising that better definitions are available.

Public sector leadership governs the development and growth of departments key to economic progress in South Africa (Bushe, 2019). Therefore, the ideal leadership strategy that aids in comprehending the perfect environment entails strong bonds between leaders and the community members who collaborate to bring about genuine change (Naidoo, 2019). When developing a leadership framework for a public service organisation, local histories and frameworks are essential. The leadership framework for the South African public sector includes a number of significant components, including leaders, admirers, the status quo, ethics, values, cultural considerations, and mandates, especially when public sector leaders are being appointed.

According to Naidoo (2019), effective and long-lasting service delivery performance in South Africa is frequently correlated with public sector institutions' leadership. Leaders must forge partnerships that motivate departments to actively engage in and wholeheartedly champion the goals and objectives of urban development and expansion. Additionally, they need to articulate a clear vision and implement an effective strategy for service delivery, as outlined by Mbunge (2020). However, it is evident from the literature that leadership effectiveness in different cities

in South Africa has been considered insufficient towards fostering high economic development (Wegner, 2018).

2.10.1 Leadership within Three Spheres of Government

The national, provincial, and local departments that makeup South Africa's government. The country's president is in charge of the national government (Mbunge, 2020). The president has the authority to nominate vice presidents, ministers and deputy ministers, and leaders of other governmental organisations, as stated in the constitution. The vice president's responsibility is to take the president's place in any capacity that the president deems appropriate. The top officials of several ministries are the ministers (Biondi & Bracci, 2018). In whichever function they are given, Deputy Ministers' job is to carry out the duties of a Minister.

One of nine provinces, the provincial administration is led by a provincial governor (Naidoo, 2019). Members of the Executive Council (MEC) are employed by the Prime Minister to run several provincial departments. Municipalities, which can be local, regional, or metropolitan in nature, make up local governments (Biondi & Bracci, 2018). Depending on the type of municipal enforcement system implemented by a particular municipality, leadership is either vested in a mayor or an executive mayor. Members of the Mayors Council (MMC) are only appointed by the Executive Mayor (Naidoo, 2019). An executive committee that supports the mayor is made up of members from several political parties, according to the number of seats each has on the city council.

The constitution specifies and establishes the tasks and responsibilities of the political leaders of the three branches of government (Biondi & Bracci, 2018). The use of power and authority by elected officials must support the nation's constitution and protect the rule of law. Political leaders have a responsibility to make decisions that benefit the nation's citizens in all spheres of government. Additionally, all bureaucratic leadership in the many spheres of the provincial, federal, and municipal governments must adhere to this (Mbunge, 2020). The constitution and several laws control every member of the federal, provincial, and municipal governments. Legislative and constitutional standards must also be followed by bureaucratic leaders in various branches of government.

The Director General (DG), who is represented by the Deputy Director General (DDG), and who is followed by other staff members, serves as the Chief Accountant under the direction of

the State Department (Mbunge, 2020). Each department in the provinces is run by a Head of Department (HOD), who is followed by other senior officials such as assistant directors, managers, supervisors, or other specialised personnel who play a critical role in the day-to-day operations of the department. The municipal manager serves as the accounting officer in local government. Various departments and municipal organisations in certain municipalities (but not all municipalities) are in charge of offering services to inhabitants (Biondi & Bracci, 2018). Boards of directors and executive management supervise the operations of municipal bodies. In order to serve the people of South Africa, all government officials, whether they are political figures or bureaucrats, are held responsible by the Constitution and the rule of law.

National leadership bears the responsibility of selecting a leader with innate leadership capabilities while consistently honing their learning abilities to navigate the challenges and complexities inherent in governing local institutions (Torfing, Sørensen, & Riseland, 2019). Progressive institutions across all levels of their service delivery hierarchy must establish robust governance frameworks and appoint competent leaders. In order to recruit and maintain a talented workforce and provide an environment where every employee possesses the leadership skills necessary to carry out their responsibilities cooperatively, effectively, and responsibly, they have a responsibility to educate and train personnel (Mantzaris, 2016).

As per Torfing (2019), senior leadership should possess the capability to analyse economic policies and maintain diplomatic relations with all political stakeholders. They must be well-versed in the dynamics of political conflicts they encounter and understand patterns of resolution. According to Hartley (2018), effective leaders need the adaptability to encourage managers to perform at their peak. A proficient leader should have the capacity to grasp the broader context and adeptly handle crises without causing undue concern among followers, as noted by Joppien (2020). They should be perceived as adaptable individuals capable of navigating change processes without being hindered by rigid rules and regulations.

According to Mkhize (2018), in order to manage an organisation successfully while preserving and enhancing the status quo, leaders must constantly possess a particular level of expertise. Joppien (2020) also argued that public sector institutions require leadership at all levels of the service delivery system in addition to competent management. As well, Hartley (2018) pointed out that effective leaders must have strategic leadership abilities that enable them to integrate managerial and transformational leadership traits. Therefore, leaders require a commitment

model that enables managers to tolerate cultural differences beyond prejudice based on race, ethnicity, or beliefs.

2.11 Effective Leadership in the Public Sector

According to Manala (2019), the political environment altered once colonialism ended, particularly in African republics. Public sector leaders are now appointed and entrusted with demonstrating exceptional leadership across various geographic regions, influencing the sustainable delivery of services, as emphasised by Bush (2018). Developing new leadership capabilities is imperative to meet the evolving demands of this shifting work environment. National leadership bears the responsibility of selecting leaders with innate leadership acumen while consistently enhancing their learning aptitude to navigate the challenges posed by local governance institutions, as advocated by Torfing, Sørensen, and Riseland (2019). Progressive institutions must establish robust governance frameworks and cultivate capable leaders at every level of their service delivery chain. In order to recruit and maintain a talented workforce and provide an environment where every employee possesses the leadership skills necessary to carry out their responsibilities cooperatively, effectively, and responsibly, they have a responsibility to educate and train personnel (Mantzaris, 2016).

The national leadership can control how policies are communicated to organisations. Executive leadership is responsible for designing and deploying policy tools, while leadership sets a broad decision-making agenda to achieve its goals (Mantzaris, 2016). Thus, public sector leaders and appointees must follow the policy-making agenda with defined job definitions. There should not be any meddling with management or hiring. Mkhize (2018) contends that public sector leaders should create space for administrative innovation that is unrestricted by political authority in order to protect the bureaucracy from constant political pressure. The draft Public Administration Bill, according to Bush (2018), mandates managerial, professional, and strategic leadership from all governmental organisations, including local governments. Institutional strategic leadership is successful in enhancing service delivery and addressing citizen requirements (Torfing, 2019). In order to simplify their responsibilities simpler to carry out, senior leaders must have strong interpersonal, communication, cooperation, and, most significantly, financial literacy abilities.

According to Torfing (2019), senior leadership should possess the capacity to evaluate economic policies and maintain diplomatic relationships with all political stakeholders. The

dynamics of the political conflict they are involved in, as well as the patterns of resolution, must be well-known to the leadership. Hartley (2018) suggests that effective leaders need the adaptability to motivate managers to excel in their roles. A skilled leader should possess the ability to grasp the broader context and navigate crises adeptly without causing undue concern among followers, as highlighted by Joppien (2020). They should be perceived as flexible individuals capable of overseeing the change process without being hindered by rigid rules and regulations that could inhibit progress.

Lombard (2018) emphasises that public sector institutions must understand all levels of their structures in order to see opportunities in every crisis. While others may be confused, intelligent leaders will always see great golden opportunities waiting to be exploited. According to Mkhize (2018), in order to manage an organisation successfully while preserving and enhancing the status quo, leaders must constantly possess a particular level of expertise. Joppien (2020) also argued that public sector institutions require leadership at all levels of the service delivery system in addition to competent management. As well, Hartley (2018) pointed out that effective leaders must have strategic leadership abilities that enable them to integrate managerial and transformational leadership traits. Therefore, leaders require a commitment model that enables managers to tolerate cultural differences beyond prejudice based on race, ethnicity, or beliefs.

2.12 Public Sector Leadership and Economic Development in South Africa

The nature of public sector leadership and its linkage to the country's economic development agenda in South Africa manifests in various dimensions. The understanding in some instances follows ideological beliefs as deliberated below:

2.12.1 Populism Trumps Efficiency and Effectiveness

The public sector leadership in South Africa has been heralded as a textbook example of populism triumphing over popularity and empty slogans replacing a sense of efficiency (Sundkler, 2018). Most of the leaders are appointed based on patronage with little to no knowledge of the complex politics and economics of the 21st century that drive economic development, are morally vacuous, do not understand the subtleties of globalisation and are prone to self-fulfillment (Gloppen, 2019). The rest of the narrative is contemporary feudalism,

moral turpitude, corruption, patronage politics, and worse history: elevating mediocrity to virtue.

2.12.2 Paralysis by Iterative Planning

Socio-economic growth in South Africa has been stalled by decades of repeated, repetitive planning with limited implementation. The initial one was the 1994 Reconstruction and Development Plan (RDP), which primarily left a lasting impact with its housing initiative, providing smaller dwellings in compact spaces that hardly allowed for more than cabbage fields, compared to the racially segregated townhouses (Gloppen, 2019). Subsequently, in 1996, the Development, Employment, and Redistribution Strategy (GEAR) fostered considerable economic expansion during the Mbeki era but failed to generate employment opportunities.

2.12.3 Bureaucratic Structures

According to political theorists, applications for corporate privileges in countries such as Singapore and Malaysia may be approved in as little as 48 hours (De Kadt & Larreguy, 2018). Such project development applications typically go through as many as five deeply corrupt steps in peri-urban areas or former hometowns where investment and socioeconomic development are desperately needed: the local Induna, the chief, the regional mayor, the provincial administration, and finally the Department of Land Affairs of each office (Gloppen, 2019). In this way, projects that could create jobs in the next 24 months will be guillotined and never get off the ground (Gloppen, 2019). Sensitive and responsive leadership should feel obligated to cut such bureaucratic red tape if economic development is to be realised.

2.12.4 The Tail Wagging the Dog

The national leadership and its appointed departmental leadership regularly develop strategies and hosts investment and employment summits, supported by multiple parties, including potential foreign investors, national businesses and business associations (De Kadt & Larreguy, 2018). These tend to wilt on the vine as excellent intentions, due to inability to follow up properly. Implementation problems are often attributed to a lack of coordination between the national leadership and its coordination with departmental public sector leadership. The outcome is always stagnation of economic development.

2.13 Public Sector Leadership Development

In contrast to the extensive body of research on leadership, it is striking and encouraging to observe that leadership development remains relatively neglected, as noted by Pollitt and Bouckaert (2017). Torfing (2019) offers a broad definition of leader development as a process or stage of growth within the life cycle that facilitates, encourages, and supports the expansion of knowledge and professional skills to enhance the collective capabilities of multiple individuals and groups, rather than solely focusing on individual leadership. As leadership development underscores the collective capabilities of various individuals and groups, along with the dynamic leader-follower relationships (Idris, 2021), the discourse swiftly shifts to bilateral discussions aimed at enhancing our understanding of how leadership development contributes to and shapes leadership development overall (Daniëls, Hondeghem & Dochy, 2019). Distinguishing between leadership development and leadership growth is critical not only for understanding organisational impact but also for how to measure systemic improvement.

Historically, conventional leadership education occurred within designated leadership training centers or during manager training sessions held in university lecture halls, weekend retreats, or off-site gatherings, as observed by Idris (2021). However, this approach presents notable drawbacks for leadership development. For instance, while being removed from the workplace may offer a rejuvenating and invigorating experience for many leaders, only a small portion of these insights are effectively applied to their daily professional endeavours (Van Wart, 2017). Organisational cultural norms and practices cannot be ignored and have a consistently powerful influence on how leaders can lead. Second, one-size-fits-all training modules are not enough to meet the diverse development needs of leaders.

In the era of collaborative governance, public sector leaders must effectively navigate various fronts and transcend functional boundaries, as highlighted by Van Wart (2017). Consequently, authoritarian leadership models and top-down approaches centered on command and control are inadequate in this context. Bekkers and Tummers (2018:110) advocate for a straightforward yet profound leadership development approach termed "inside-out," which emphasises facilitative and collaborative leadership within the public sector. This approach suggests beginning with self-awareness, focusing on one's paradigms, character, and motivations (Daniëls, Hondeghem & Dochy, 2019). Hence, public leadership originates from individual

leadership, and when individual leadership is cultivated, it influences leadership at the organisational level.

Over time, the design and implementation of leadership development initiatives have evolved to meet the evolving needs and expectations for cultivating public sector leaders, as observed by Gray and Jones (2018). This evolution has led to the adoption of intricate delivery methods and evaluation processes aimed at assessing the applicability of leaders' acquired knowledge. However, the diversity of organisational cultures and the rapid changes in public service priorities limit the extent to which comprehensive conclusions can be drawn (Daniëls, Hondeghem & Dochy, 2019). Nevertheless, commonly accepted assumptions, methodologies, and developmental strategies continue to serve as the foundation for leadership development endeavours within the public sector.

An in-depth understanding of how the leadership development process is perceived by public sector leaders is fundamentally missing (Daniëls, Hondeghem & Dochy, 2019). Often, much of what is wished to be expressed by public servants in leadership positions about their leadership development experiences can be completely sidestepped or ignored by the focus on leadership development methods and techniques (Gray & Jones, 2018). This insight is deemed critical not only by those who design and deliver leadership development training but also by senior executives and CEOs of the institutions whose senior public managers attend these training courses and programs.

2.14 Conclusion

The chapter reviews the prevailing bodies of literature regarding public service leadership. The leadership phenomenon has been attested as the practice of directing the actions of others to achieve specific goals. In terms of public leadership, the review noted as a 'boundary-crossing process' and includes other forms of leadership, sometimes less formal organizational and networking forms and structures, such as political leadership, non-profit leadership, or network leadership.

The chapter covered the various types of leadership styles that can be used in the public sector, autocratic leadership, democratic leadership, bureaucratic leadership, charismatic leadership and the managerial leadership. The leadership styles were as applying differently in the new

public management. Also, the global perspectives on public sector leadership were unpacked as well as the challenges incurred in various states.

More so, in the linkage between public sector leadership and economic development, populism was found as trumping effectiveness, paralysis by iterative planning, bureaucratic structures implications and the attributed lack of coordination between the national leadership and its coordination with departmental public sector leadership was found as stagnating the economic development. This prompts the need for leadership development in the public sector which is depicted as a form or stage of growth in the life cycle that facilitates, encourages, and assists in extending knowledge and professional skills to optimize the collective capabilities of multiple individuals and groups, not just individual leadership.

CHAPTER THREE: THEORETICAL AND CONCEPTUAL FRAMEWORK

3.1 Introduction

The chapter presents a deliberation of the theories underpinning public sector leadership including the virtue-based approach, leadership role theory and contemporary leadership theories, Godwin's leadership model and Locke's four keys for successful public leadership. The deliberation of the theories forms the foundation for establishing a preliminary conceptual framework.

3.2 Theoretical Framework of the Study

Theoretical frameworks influence research because they provide direction and a lens through which to view the data. According to Flick (2018), any deductive or inductive inquiry must start with the essential components of a theoretical framework. The theoretical foundations that support the current investigation will include the virtue-based theory, leadership role theory, contemporary leadership theories, Godwin's Leadership Model for Developing Countries, and Locke's Four Keys to Successful Leadership.

Virtue-Based Theory: This theory emphasizes the importance of ethical conduct and moral integrity in leadership. It is crucial for fostering trust and accountability in both political and administrative leadership, which are necessary for achieving sustainable economic development. In the context of this study, virtue-based theory helps ensure that leaders adhere to high ethical standards, promoting transparency and reducing corruption.

Leadership Role Theory: This theory provides a framework for understanding the different roles and behaviors that leaders must adopt in various contexts. It is particularly relevant for distinguishing between the roles of political and administrative leaders. Political leaders set the vision and strategic direction for economic policies, while administrative leaders ensure the implementation of these policies. This theory helps in understanding the distinct yet complementary roles of political and administrative leadership in the public sector.

Contemporary Leadership Theories: These theories, including transformational and situational leadership, emphasize adaptability and the ability to inspire and motivate followers. They are essential for creating a responsive and dynamic leadership framework that can address the

evolving needs of the public sector. Contemporary leadership theories guide the study in identifying leadership styles that are flexible and context-sensitive, which are crucial for effective governance and economic development.

Godwin's Leadership Model for Developing Countries: This model is specifically tailored to the challenges and opportunities present in developing economies. It provides a contextualized approach to leadership that considers the unique socio-economic and political landscapes of countries like South Africa. This model is particularly useful for addressing the specific challenges faced by public sector leaders in South Africa, such as resource constraints and political instability.

Locke's Four Keys to Successful Leadership: Locke's principles focus on goal-setting, motivation, feedback, and self-regulation. These elements are critical for developing a results-oriented leadership framework that can drive economic development and improve public service delivery. This theory supports the study by highlighting the importance of setting clear objectives and providing consistent feedback, which are essential for achieving high performance in the public sector.

By integrating these theoretical perspectives, the study aims to develop a comprehensive leadership framework that addresses both political and administrative leadership roles. This integrated approach ensures that the framework is theoretically sound and practically applicable, guiding the study's underpinnings and providing a robust foundation for developing effective public sector leadership in South Africa. The theories that are pertinent are considered as follows:

3.2.1 Virtue Based Approach

Virtue based theories are concerned with the leaders and who they are and are grounded within the leadership attributes of an individual. Furthermore, virtues can be learned through involvement and understanding (Leithwood, 2021). Virtue based theories are framed from the social orientation of an individual such as family and community where an individual interacts with others. In accordance with Kar (2017), the core tenets of this theory can be traced back to Aristotle's arguments, which are rooted in the belief that individuals can be guided toward greater righteousness, emphasising the importance of conveying to people what to be rather than what to do. As suggested by Matthews (2017), virtues that exemplify an ethical individual

include kindness, generosity, courage, sociability, self-control, fairness, justice, transparency, and accountability, among others. Leaders in public sector organisations are urged to embody virtues such as a focus on the public interest, service to others, determination, integrity, accountability, reliability, devotion, dedication, and benevolence.

Leithwood (2021) asserts that the virtue-based approach to public sector leadership underscores the necessity for virtuous leaders who can demonstrate qualities that foster various distinctive characteristics. The characteristics include the below:

Wisdom: Wisdom is an essential element of leadership (Slote, 2020). Gal, Jensen, and Stein (2020) advocates that leaders possess a range of empirical wisdom to ensure leadership effectiveness modelling. Leithwood (2021) shows that leaders have the wisdom to guide and influence followers. Additionally, leaders demonstrate intelligence as a tool to address organisational needs to motivate employees to strive for performance (Petee, 2023). Furthermore, the presence of intelligence in leaders essentially expands their ability to develop a government that eliminates leadership challenges and formulates policies that guarantee or empower higher economic development potential.

Courage: The fundamentally virtuous process of leading others may require a degree of courage to foster higher performance, which fosters growth and development. Leaders model grit as the virtue that defines high performance (Matthews, 2017). Courageous leaders demonstrate a level of resilience needed to achieve performance results (Matthews, 2017). Kar (2017) proposes that courageous leaders possess the intelligence, spirit, courage, and creativity to drive their organisations forward by motivating their employees to perform at their highest levels. In the public sector, courageous leaders model principled behaviour as an essential attribute of leading the effectiveness of public administration, which translates into higher economic development.

Humanity: According to Kar (2017), humaneness in leadership entails utilising the virtues of excellence to acknowledge and prioritise the strengths, individuality, and potential of the workforce as essential elements in cultivating a successful organisational culture. Leithwood (2021) recommends that leaders possess the virtue of viewing Eudaimonia as an inner emotion to address the concerns of others as a way to develop bureaucratic commitment to development and growth goals. Furthermore, human nature includes the propensity of principled leaders to

shape deeply ethical Sub-Themes of conduct by applying respect, dignity, and transparency when conducting the business of public administration in an economy (Peteeet, 2023).

Justice: Leithwood (2021) contends that the manifestation of principled endeavour by leaders hinges on the presence of justice as a sub-theme of virtue. Embracing fairness as a core leadership principle enhances employees' motivation to engage in efforts aimed at improving performance, as argued by Peteeet (2023). In the public sector, leaders who behave impartially increase a favourable business environment and ensure friendly policies that attract investment; thus, benefiting the economy and gaining a higher capacity for economic development.

Temperance: Leaders need to show an understanding of the importance of cultivating a well-rounded lifestyle, which is crucial for effective leadership. Gal, Jensen, and Stein (2020) examined temperance, highlighting a leader's capacity to cultivate and sustain a balanced lifestyle as a key aspect of effective leadership. Temperance, as a virtue, is imperative for leaders to embody in order to become the type of leader that employees look up to, as emphasised by Peteeet (2023). Virtuous leaders utilise temperance as a standard for effective leadership.

From a more global perspective, Leithwood (2021) reviews the virtues identified in major philosophical and spiritual traditions around the world as antecedents to economic development. To address the African leadership challenge, Slote (2020) introduces a virtue leadership model based on four key virtues in African culture – honesty, courage, humility and humanity. When it comes to the virtues of public leadership, several researchers have identified different factors or specific virtues that leaders must possess in order to be effective. In Plato's Republic, while separating the individual from the state, he insists on the idea of parallel virtues. However, Gal, Jensen, and Stein (2020) noted that the qualities of a true leader are visionaries, strong and optimistic communicators, focus on a few priorities, demonstrate the courage of their convictions, prepare relentlessly, willing to take risks and make decisions, stewards of national resources. As a result, public sector leaders who manage resources avoid the ills of development, such as corruption, bad administration and draconian policies that exclude investors, and fair business competition that benefits the economy.

3.2.2 Leadership Role Theory

This idea focuses on how leaders' function in various public sector organisations. It is predicated on the idea that leaders in both the public and commercial sectors serve as mentors, facilitators, supervisors, coordinators, directors, producers, brokers, and inventors (Leithwood, 2021). It is necessary to clarify how public sector leaders will carry out these responsibilities to improve development. Public sector leaders educate and direct employees who are the first to address challenging issues as advocates for improvement. As supervisors, leaders are obliged to observe workers at work every day. As coordinators, leaders act as coordinators where they are needed to provide services and public goods, they should organise work activities. Leaders must develop strategies to enhance service delivery and provide advantages to economic development agenda.

The leadership role idea can be applied to resolve conflicts between values (Manala, 2019). It may also be used to analyse complexities that can be attributed to vague environmental restrictions on public sector leadership and that impact the character, function, and performance of leadership. The justification for leadership role theory is that it bestows on a variety of leadership positions the capacity to integrate and modify internal and external processes to address the tensions and contradictions that are inherent in public sector institutions (Leithwood, 2021). Often referred to as the "eight leadership positions," the duties of leadership include mentor, facilitator, supervisor, coordinator, director, producer, agent, and innovator (Naidoo, 2019:12). The public sector institutions are seen to benefit greatly from these eight leadership qualities.

The views, attitudes, and actions of a leader may influence and control employee behaviour, allowing them to work effectively to meet the administrative and strategic goals of a municipality (Manala, 2019). Eight management leadership positions encompass eight critical abilities that should be executed and attained in order to fulfil organisational goals (Mkhize, 2018). The four quadrants of Quine's leadership paradigm each contain two responsibilities that a leader should, in some manner, fulfil (Klein & Herskovitz, 2007). The pillars of effectiveness and efficiency, stability and flexibility, on the cyclic landscape, are what a leader must have in order to successfully balance the two extremes and advance to greater stages of growth (Naidoo, 2019).

To guarantee they fulfil their job as brokers, public sector leaders create and maintain a power base, bargain deals and make pledges, and convey ideas to the institutions they oversee (Mkhize, 2018). To play the role of innovators, leaders must be innovative in their thinking, start change, and put it into practice. This will allow the public sector departments to follow current leadership tendencies that are pertinent to economic development.

3.2.3 Contemporary Leadership Theories

Daft (2022) argues that leadership research has become fragmented, even trivial, while others argue that the endless accumulation of empirical data has not an integrated understanding. These differences often reflect the way scholars were trained in different disciplines as well as their personal biases and perspectives. In search of a general theory of leadership, scholars examine key elements of leadership, and the environment leadership operates in power, motivation, decision making, environment, and values (Northouse, 2021). The applicability of these traits is measured on how the leaders attain the outcomes targeted. In the public sector, Patience and Nel (2021) argued that for leadership to be effective and efficient, they must possess the skills and capacities that achieves economic developmental goals. Much effort is devoted to the leader-follower relationship, which is important for ensuring group equality and ensuring maximum return on their efforts.

In addition, lessons learned through the workshop ‘Constructivist Perspectives in Leadership Research’ are extrapolated to the hypothesis that ‘leadership is relational and social in nature, the result of shared meaning, and rooted in context or place’ (Fuller, 2021). Thus, in public sector context, leaders must possess specific leadership "mental models" that embraces good governance pertinent to higher economic growth and development and mitigate the leadership challenges.

Furthermore, people rely on ‘a version of the hero compiled from a small set of voices’ and due to ‘dominant mental models, people can only develop new or alternative leadership models based on their own experience and background (Taylor, 2018). Furthermore, Dugan (2017) posited that people should have the opportunity to construct alternative leadership models and reveal aspects that were previously missed. Over time, things change, people adapt, systems improve, structures are redesigned, and life in general becomes different. In fact, some things will get better, and some things will get worse (Ospina, 2017). This means that what was

relevant to life in 2000 may not be relevant to life in 2016. The same is true for leadership methods, theories or models.

Dugan (2017) proposes a new theory of public leadership that ‘combines features of authentic, transformational, and distributed leadership theories. The argument put forth is that networked leadership, based on core values and utilising a transformational approach, is more effective in the public sector if economic development is to be achieved (Khan, 2017). Taylor (2018), who wrote a new theory of public sector leadership 10 years before, and presented it at a national conference, speaks of a multi-skilled, integrated framework of traits, behaviour, leadership style, and situational variables to explain leadership effectiveness in a single theoretical model (Ospina, 2017).

Resonant leadership is based on principles similar to holistic leadership theory. Daft (2022) noted that resonant leadership can make leaders more effective. Thus, becoming an empathetic leader requires the leader to (1) be aware of the state of the body, mind, heart and spirit while being aware of what is going on around them (in other words, be mindful); (3) understanding, caring, and helping others realise their dreams. Northouse (2021) argues that in order for an effective leader to motivate others and create resonant relationships that inspire greatness, leaders need to be the best they can be, and in fact they believe that leaders should be the change they wish to see in the world.

3.2.4 Godwin

’s Leadership Model for Developing Countries

The Godwin model of leadership in developing countries provides a useful framework for analysing leadership in developing and emerging countries (Alghamdi, Goodwin & Rampersad, 2011). This model of leadership provides an opportunity for developing countries to look at leadership from the inside out, where their perceptions and preferences about how to be led stem from their societies and cultures. Godwin's model of leadership thus provides a framework for comprehensively analysing leaders, using perspectives and preferences about how they wish to be led in their society and culture (Finkelstein, Costanza & Goodwin, 2018). Social change is often the result of leadership changes in a country, especially in developing

countries characterised by coups, countercoups, corruption, instability, and military, political, and religious conflict. The underlying assumptions used by Igein's Godwin Model of Leadership in Developing Countries to analyse leadership characteristics include:

- i. Several major barriers impede stable, capable and credible leadership in developing countries, including (a) insufficient, insufficient or limited viable leadership role models; (b) the knowledge, skills and /or educational gaps; (c) poor, insufficient or inadequate leadership preparation; (d) factors related to the emotions, experience and personality of potential leaders, which are generated or exacerbated by revenge, war and famine (Finkelstein, Costanza & Goodwin, 2018).
- ii. Unstable leadership impedes economic and social development because it: (a) creates uncertainty, (b) discourages foreign investors from taking risks, (c) lowers citizens' expectations, and (d) leads to unmet economic needs There are limited options for outcomes (Goodwin, Low & Ng, 2015).
- iii. Leadership theories aimed at helping developing countries must acknowledge their unique cultures and ways of thinking. These theories must ask questions such as: (a) Where do leadership processes reflect the nation's cultural frame of mind? (b) How do leadership processes affect cultural perspectives in other cultures? (c) Does the cultural frame of mind promote collaboration, cooperation and a public work ethic? (d) What are the positive and negative aspects of doing business? (Bilimoria & Godwin, 2015).
- iv. Some leadership models are universal; however, leadership theories specific to developing countries have limitations and potential consequences if they are not rooted in each country's culture.
- v. Economic development can reflect the uneven ways in which countries develop and change; therefore, cultural capital should be used to build national capital.
- vi. Some developing countries have inadvertently mismanaged the current structure of foreign aid, which breeds interdependence of countries rather than independence or interdependence. These cycles tend to repeat themselves.
- vii. Most developing countries have received foreign aid for years; however, for some, the evidence of progress is tenuous.
- viii. Social, economic or political conflict destroys or negates economic gains.
- ix. Leaders in most developing countries can become more effective, effective and humanitarian leaders when they experience mentorship, training, education and example.

- x. Many leaders can manage them more effectively if they have solution-focused feedback and guidance, adequate resources and accountability, morale guidelines, specific social and financial goals, and an internalised willingness to change their National economic resources and foreign aid paradigms and governance.
- xi. Most nations enjoy higher levels of national, community, cultural, and economic prosperity, as well as continued leadership stability, when their leaders have competent mentors.
- xii. Leaders who have fully competent, accountable and dedicated mentors are less likely to be toppled.
- xiii. Greater use of female intelligence can add value to leadership in developing countries (Bilimoria & Godwin, 2015). Finkelstein, Costanza and Goodwin (2018) favouritism is key to developing solutions. Given emerging economies' history of economic and leadership crises and upheavals, it is instructive to apply the above assumptions of Godwin's leadership model to a developing country like South Africa.

3.2.5 Locke's Four Keys to Successful Leadership

Successful leadership characteristics include four key components, namely vision, execution of vision, motivation and traits, knowledge skills, and abilities (Ciulla & Ciulla, 2020). The vision includes the following capabilities:

- (a) define what organisations/constituencies should strive to be and do,
- (b) articulate the vision concisely,
- (c) develop a strategic vision specifying the means by which it will be achieved, and
- (d) Promote follower commitment by communicating in a clear and convincing manner (Ciulla & Ciulla, 2020).

Implementation of a vision is necessary for successful leadership. A vision that is not realised remains just a dream. Effective leaders take steps to ensure that vision is translated into concrete action. This is usually done with the help of managers and their subordinates. Effective implementation of actions includes: (a) structuring; (b) selection, training and development of personnel; (c) motivation; (d) management information; (e) team building (Locke & Pearce, 2023).

Motivation and trait attributes include drive, energy, and ambition; tenacity, proactive pursuit of goals; desire to lead and desire for power not to dominate others but to achieve overall goals; creativity; strategic flexibility; charisma; honesty and integrity; and high self-confidence (Locke & Pearce, 2023). These traits enable leaders not only to take on great responsibilities and build confidence in others, but also to handle many potentially stressful situations with equanimity.

Knowledge, skills and competency attributes include: (a) broad knowledge of disciplines, technologies and organisational work environments; (b) skills including listening, communication, network building, conflict management and self and others assessment; (c) problem solving and decision-making abilities; (d) cognitive abilities, especially the intelligence that processes large amounts of information and integrates it to draw logical conclusions (Ciulla & Ciulla, 2020).

3.2.6 The Washington Consensus Concept

The concept and name of the Washington Consensus was first proposed in 1989 by John Williamson, an economist at the Institute of International Economics (Kaya & Reay, 2019). A member of an international economic think tank in Washington, D.C., Williamson used the term to summarise a common theme in policy advice from Washington institutions at the time, such as the International Monetary Fund (IMF), World Bank and the United States (U.S.) Treasury Department. This concept makes the leadership the representative of the state and responsible for the administration of the state.

As far as national economic development is concerned, most successful economic experiences depend on the state and its administration, not the market (Kaya & Reay, 2019). Therefore, leadership must demonstrate an effective ability to coordinate investment, make economic decisions, finance the sector, constrain recipients of state-created rents and provide a vision for development (Cherry, 2020). In this regard, Makuwira (2020) argues that these roles of the state become even more important in the case of developing and emerging countries, as development requires the state to create rents to attract investment in infant industries.

Furthermore, Saad-Filho (2020) argues that markets in the economy are fundamentally political structures, so it is not possible or even desirable to fully depoliticise them. The construction of markets and processes that define endowments for market participants is a highly political

activity that requires effective leadership. There is evidence of success and development benefits of certain forms of politicised economic development (Cherry, 2020). For these reasons, the role of politics in the marketplace must be seen as a process in which leadership creates or organises competition among people with different but equally legitimate views on the contestability of existing rights-duty structures.

According to the Washington Consensus Model, there are two fundamental problems with views about the state of development (Cherry, 2020). Public leadership is responsible for promoting the development of many new industries, and they are successful in the sense that these industries are internationally competitive (Kaya & Reay, 2019). The key to an economy's economic development lies in the competitiveness of its industries. Furthermore, economic development requires public leadership to ensure a neutral policy regime related to market growth and the necessary conditions for rapid growth (Cherry, 2020).

3.2.7 Adrian Leftwich: The Primacy of Politics

Adrian Leftwich introduced the model of the developmental state based on political considerations are introduced (Phillips, 2020). The theory holds that political leadership is the dominant factor in the process of national development and needs to be properly managed as it determines the success or failure of economic development. Ayalew (2023) noting that economic development is inevitably political, adding that the interpretation of the differing development capabilities and records of third world democracies depends on leadership, which leads and pivots to politics in shaping character and the main role in the political aspects of state capabilities.

In Leftwich's (2000) view, politics, dynamics, and purpose, under the direction of leadership, are central to shaping the structure of economic development, its goals, and its impressive performance. From this perspective, the political elite manages the development of the country, must be development-oriented, show a high degree of commitment and focus on achieving economic growth (Phillips, 2020). Leadership must be adequately equipped to channel, direct and set the conditions under which private capital operates (Larkin, 2021).

The role of political leaders is not to formulate policy but to create space for bureaucracies to function (Ayalew, 2023). In addition, leadership must serve as a protective mechanism, forcing the bureaucracy to respond to the needs of the groups responsible for system stability.

Therefore, leadership must include three elements, broad coalition commitment, effective resource management, and security (Javadi & Zarmehri, 2019). Larkin (2021) explained that this type of leadership stems from a political context where there is no pressure to integrate popular classes and engage in state-based development projects. The leadership must give enough space to provide institutions that are conducive to economic development.

3.3 Conceptual Framework

A review of the literature regarding the public sector leadership frameworks, models and theories reflected that they may be integrated into the public service leadership for emerging economies in order to ensure economic development. However, the challenges of implementing such leadership frameworks have been posited as including the lack of leadership traits or approaches that are sensitive to an emerging economic environment. The challenges thereby affect decision-making responsibilities and authority requiring public leadership structures and processes. This also compromises the economic and socioeconomic development.

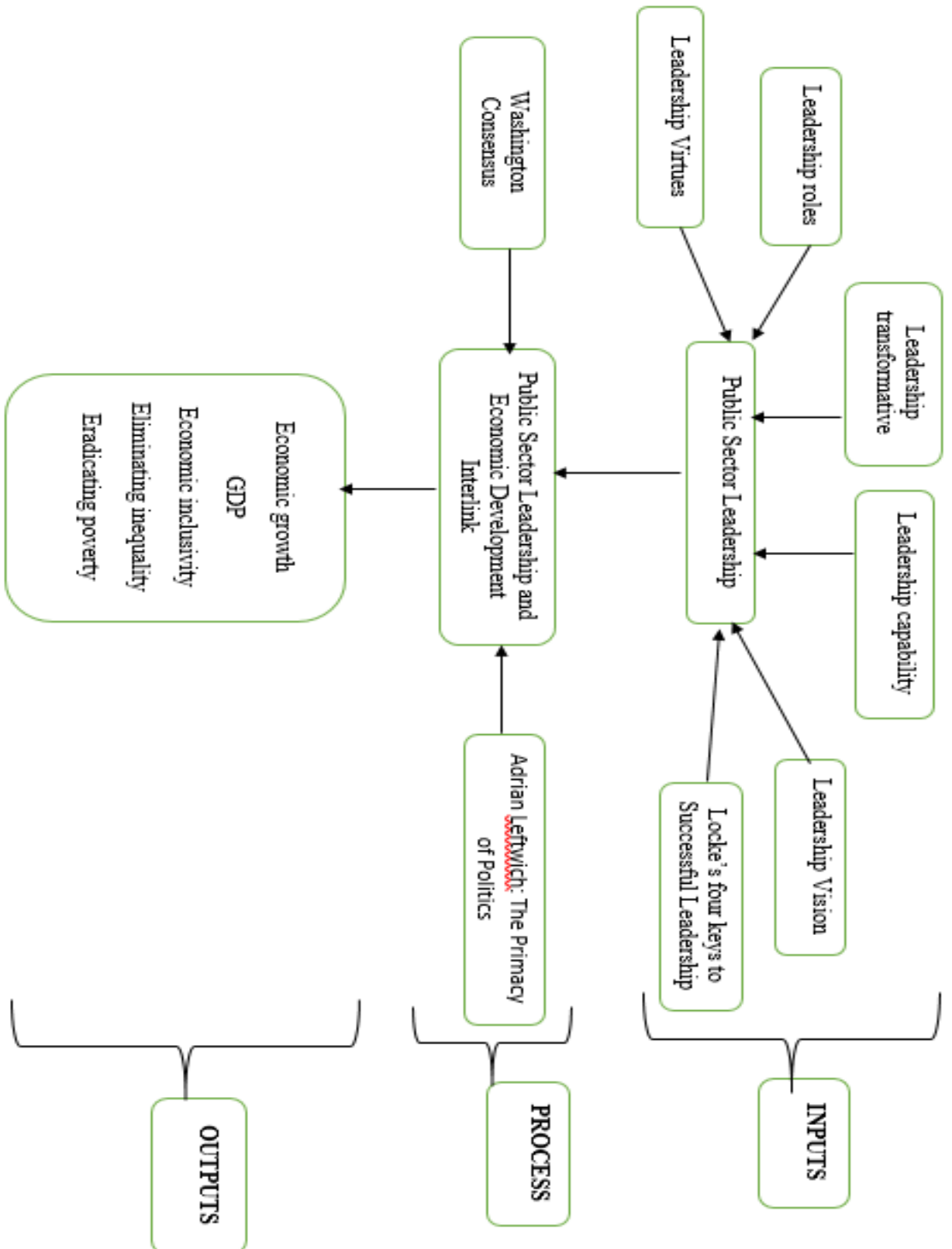
The conceptual framework was developed based on a systems model derived from Easton's work on the analysis of political life (1979). In Easton's model (1957:384), various types of inputs are processed within a political system, leading to the generation of diverse outputs. According to Easton, these outputs have implications not only for the system itself but also for the surrounding environment in which the system functions. This straightforward input and output model of the political system illustrates the interconnection between the system and its environment.

The conceptual framework aims to establish a public sector leadership frameworks which operates in a political context. However, there is no single framework that has the components or aspects relevant in the public leadership framework. Against such a background, various aspects may be drawn from other models and theories to establish how public leadership may be linked to effective economic development as a way of de-complicate, de-mystify and enhancing the effectiveness, and responsiveness of the economy.

The proposed conceptual framework is displayed as a linkage of the components underpinning leadership theories, public leadership domains and economic development. The highlight indicates that the link between public leadership domains and economic development depends

on the combination of aspects selected from various models and theories. The conceptual framework is highlighted below:

Figure 3.1: Conceptual Framework



Source: Author's own

According to Easton (1979:29), a dysfunctional external environment contains a need that has to be addressed. As noted in Figure 3.1 above, the public sector leadership requires various inputs which manifest during the interlink between public sector leadership and economic development and the outcomes transforms into economic growth indicators.

3.3.1 Inputs

The inputs are the components and aspects or the energy or material that goes into the system. In this regard, these are the components drawn from existing theories that are required to establish an effective public sector leadership.

- **Leadership Virtues**

The public sector leaders must retain virtues such as public orientation, serving others, determination, integrity, accountability, reliability, devotion, dedication and benevolence. A public leader is responsible for the economic and social wellbeing of the citizens. Thus, a leadership must have wisdom, courage, humanity, justice and temperance that allows him/her to separate individual from administration. The appointing and electing of individuals in the public administration positions must be based on assessment of virtues. It is within the virtues that roles and responsibilities are executed in a way that ensures higher performance of departments led in order to enhance economic development.

- **Leadership roles**

The leadership's main role is to lead. The role of the leader in the public sector depends on how and why certain individuals becomes leaders. The focus is on the characteristics and behaviours that people can adopt to enhance their leadership ability. In the public sector, leadership must carry out the responsibilities to improve development in the particular departments. In appointing leadership, the roles of the leaders must be clearly outlined and the goals the responsibilities and roles aim to fulfil. In emerging economies, the leadership must play the role of innovators, leaders must be innovative in their thinking, start change, and put it into practice in a way that benefit the economy and ultimately improve economic development.

- **Leadership transformative**

Patience and Nel (2021) argued that for leadership to be effective and efficient, they must possess the skills and capacities that achieves economic developmental goals. In this regard, the leadership must be transformative where they serve beyond their immediate self-interests to identify needed change, creating a vision to guide the change. Moreover, the public sector leadership must have the capacity to bring about positive changes in societies and nations, particularly in terms of economic development. The systems and operations of the departments they lead must be transformed to a way where revenue generation is improved. The way of service delivery must be improved in a cost-effective manner which reduces wastage of resources. In appointing the leaders in the public sector, the experience and track record must be considered to determine if they have the capacity to transform the department in a way that allows economic development.

- **Leadership capability**

The leadership capability must be assessed before the appointment of individuals into the public sector positions. A leader must also have a vision that aligns with the contemporary public administration trajectory. The prospect leaders must be looked at from the inside out, where their perceptions and preferences about how to be led stem from their societies and cultures. The leaders in the public sector must go through training, mentorship and education must be considered before appointment. The meritocracy must also be considered before appointing an individual on a position. Thus, the capability and vision of a leader will ensure that departments contribute to economic development successfully.

- **Locke's four keys to Successful Leadership**

According to Locke, successful leadership characteristics include four key components, namely vision, execution of vision, motivation and traits and knowledge, skills, and abilities. In this regard, the public sector leadership appointment must be based on a checklist on what drives the individual, what motivates them to lead and what special skills and abilities tested they possess which can be useful in ensuring economic development. A leader must have knowledge of the department they lead, possess cognitive abilities and skills that ensure successful implementation of departmental projects. The appointing of leaders must be in line with the four keys of vision, execution of vision, motivation traits and knowledge, skills, and abilities.

3.3.2 Processes

The processes depict what happens within the system that changes the input. This is in line with the factors that exert positive, negative, and neutral effects on all other aspects of the system. In this regard, the inputs on a model public sector leadership are to be executed in the contexts and environments responsible for economic development. The public sector leadership operates in a political environment where a dynamic of challenges exists and demands leadership resonance to withstand internal and external threats. The underpinning objective is to ensure that amidst all those internal and external challenges, an effective public sector leadership must still ensure economic growth and higher development.

- **Washington Consensus**

The economic development of a country depends on the leadership within the political forces and context. Therefore, leadership must demonstrate an effective ability to coordinate investment, make economic decisions, finance the sector, constrain recipients of state-created rents and provide a vision for development. After appointing, the leaders must be encouraged to apolitical in conducting the roles and responsibilities. It must be made clear that the public sector leadership owes their duties to the country at large. The public sector leaders must be monitored and evaluated constantly on how they have achieved the departmental goals and objectives in outlined period of times. The workshops must also be conducted on how leaders can be resilient amidst political environments to remain effective and efficient. The success of the leader must be assessed on how they contribute to the economy and economic development.

- **Adrian Leftwich: The Primacy of Politics**

A public sector leadership is a political leader who should adopt key leadership principles to be able to properly manage the departments as it determines the success or failure of economic development. Thus, leadership must be with purpose and must show a higher degree of commitment to the roles and responsibilities. Given that public sector leadership works with policies and political motivation, the leaders must contribute to designing policies relevant to operations of their departments. The leaders must provide the grassroots issues that require addressing in the areas they lead and the sort of policies that are conducive for development. The devising of solutions must incorporate their views and perceptions and suggestions on how that will address problems and ensure the economic development.

3.3.3 Outputs

The outputs in a system are the results from the processes. In this regard, the public sector leadership is responsible for administration of the economy; thus, responsible for economic development. The leaders after incorporating the inputs that makes leadership effective and efficient and manage the processes where leading within the political contexts and environment is exercised, outputs must be assessed on how much they contribute to economic development.

- **Economic Development**

The economic development is understood in terms of economic growth that improves the economic welfare of the population's most vulnerable segments, or improvements in the level of education, output distribution, and economic structural change. In this regard, leaders' vision for their organisations or constituencies must be measured on how they achieved their goals and objectives. The contributions of the action through implementation of strategies, projects and operations must be measured for their degree of success. The economic development must be measured on how the growth domestic product increases, economic inclusivity, environmental quality and recreation, social and cultural amenities, and information and technology. If the leadership and governance is effective, the public administration must be in a position to eliminate economic inequality, attracts foreign direct investments, eradicate poverty, create employment and improve the welfare of the population.

The proposed conceptual framework sets the foundation for a comprehensive framework that recognises the complex interplay between public sector leadership and economic development. It acknowledges the need for tailored leadership approaches in emerging economies and highlights the importance of virtue-based theories, transformative leadership, and visionary thinking. The framework provides a starting point for the researcher to further develop and refine the framework based on their research findings, ultimately contributing to a deeper understanding of the relationship between public sector leadership and economic development.

3.4 Conclusion

The chapter covered the theoretical framework and the conceptual framework for public sector leadership's influence on economic development. The chapter deliberated the virtue-based theories which are concerned with the leaders and who they are and are grounded within the

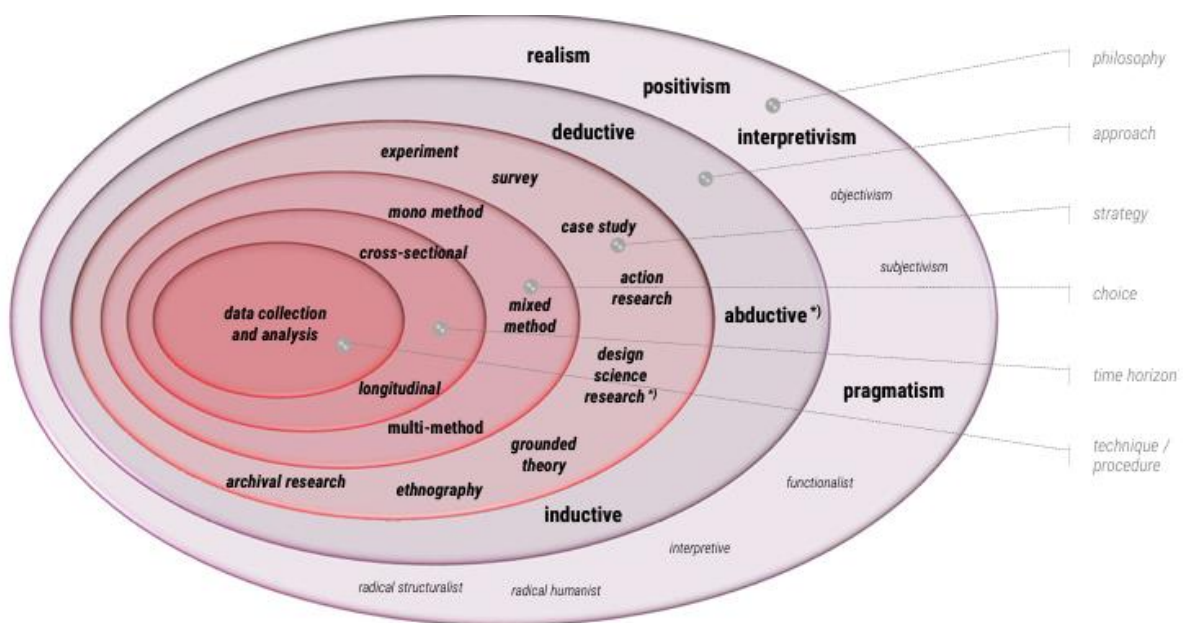
leadership attributes of an individual. Furthermore, virtues can be learned through involvement and understanding. The leadership role was also unpacked as an idea that can be applied to resolve conflicts between values. It may also be used to analyse complexities that can be attributed to vague environmental restrictions on public sector leadership and that impact the character, function, and performance of leadership. It was some of the elements drawn from such theories that were used to establish a preliminary conceptual framework necessary public service leadership for emerging economies in order to ensure economic development.

CHAPTER FOUR: RESEARCH DESIGN AND METHODOLOGY

4.1 Introduction

This chapter discusses the proposed research design and methodologies to support the investigation and development of a framework that seeks to mitigate the public sector leadership challenges for growth and development of the economy in SA. The study will be conducted using the Saunders, Lewis and Thornhill's (2019) Research Onion as a guide. The Research Onion illustrates the systematic research process to be followed, which includes the research paradigms, strategies, and processes that researchers use to summarise the process during their research. The visual representation of the research onion is as follows:

Figure 4.1: Research Onion



Source: Saunders et al., 2019

The layers of the onion provide a framework for considering the researcher's philosophical viewpoint, the research technique employed, the appropriate research plan, the study timeframe under consideration, and the methods utilised to collect data (Saunders et al., 2019). The research onion may be used to gain a complete understanding of research procedures and their importance.

4.2 Research Paradigm

Saunders et al. (2019) assert that study paradigms mirror individuals' predominant perspectives on the social domain. Within this perspective, paradigms under research philosophies are essentially shaped by worldviews (Creswell, 2018). Consequently, each researcher's study is guided by a foundational set of principles or assumptions, some of which may occasionally diverge from philosophical principles and orientations. As Flick (2016) suggests, the philosophical assumptions made by the researcher when determining whether to conduct the study represent the initial stage in the research design process. Creswell (2018) and Maree (2017) both concur that the interaction of ontological and epistemological presuppositions, metatheoretical foundations, research topics, and research methodologies takes centre stage when determining a researcher's paradigmatic worldview.

A paradigm, as defined by Leedy and Ormrod (2016), is a group of fundamental assumptions that serve as a basis for action and is crucial in the social sciences. However, the concept of a paradigm has been interpreted differently by various authors and scholars. Creswell (2018:6) suggests that when employed in the social sciences instead of the natural sciences, the notions of conceptual paradigm take on a metaphorical nature. He chose to characterise them as a worldview.

Saunders et al. (2016) suggest that the research paradigm delineates the formation and characteristics of specific knowledge. Each research paradigm selected for a study encompasses the underlying assumptions guiding the research approach and the methods incorporated within it (Lauder & Marynissen, 2018). These assumptions may pertain to ontology, epistemology, or axiology, reflecting the researcher's perspectives. Essentially, common research paradigms encompass positivism, realism, and interpretivism (Saunders et al., 2016).

Cloutier and Ravasi (2021) suggest that ontological beliefs inform a researcher's perspectives on inquiries regarding the nature of the world, including social phenomena. These beliefs encompass considerations such as whether reality is inherently structured, the existence of a natural social order, and whether reality is static or dynamic, singular or plural. The study shall adhere to the interpretivist paradigm in accordance with the ontological presumptions.

4.2.1 Interpretivist Paradigm

The interpretivist paradigm, situated within the sociology of regulation, aims to perceive the world through the individual's perspective. It relies on subjective firsthand knowledge, characterised by normativity, anti-positivism, voluntarism, and ideography (Beck & Stroop, 2017). Researchers in this paradigm closely observe ongoing processes to gain insights into human behaviour and the universe's essence.

This approach, also known as the phenomenological method (Turyahikayo, 2021), encompasses various terms such as qualitative, subjectivist, humanistic, or normative, emphasising the collection of knowledge from the human standpoint, which defies easy quantification akin to phenomena in the natural sciences (Creswell, 2018). The aim of phenomenology or interpretivism is to gather insights related to the study based on participants' subjective perspectives and frames of reference.

Alharahsheh and Pius (2020) depict the interpretivist paradigm as focusing on the social interaction between individuals to derive meaning and understanding. In this view, the mind interprets experiences and events, imbuing them with significance, as meaning does not exist external to the mind. However, Kelly, Dowling, and Millar (2018) rejected the notion that social sciences should adopt research principles from the natural sciences, arguing that the themes of social sciences fundamentally differ. Consequently, they advocate for an alternative approach to achieve explanatory understanding or "understanding" and interpretation, allowing social researchers to grasp the subjective meaning of social behaviour (Packard, 2017).

Neuman (2017) argues that research methods underpinning the philosophy of interpretivism seeks to describe, translate, explain and interpret events from the viewpoint and experiences of subjects that are taking part in the research. Babbie (2015) suggests that the phenomenological or interpretivist paradigm acquires knowledge by subjectively interpreting and engaging with reality, believing that a complete understanding of reality is only possible through this approach. The essence of phenomenological philosophy lies in studying phenomena within their natural settings while recognising that even scientists, typically inclined towards quantitative methods, inevitably influence the phenomena they investigate.

People typically have diverse interpretations of a particular event and may attribute meanings to it that do not always align with how others interpret similar circumstances. To grasp the

present state of leadership challenges in the public sector and their impact on economic development, the interpretivist paradigm was employed, focusing on the perceptions of departmental directors in the public sector and economic development metrics. This paradigm utilises methods that focus on interpreting the subjective experiences of study participants through observations and interviews.

4.3 Research Approaches

The type of research question and the subject of the study shape the chosen research methodology (Creswell, 2018). There are two primary research methodologies that can be employed: the deductive quantitative method and the inductive qualitative method (Maree, 2017). However, researchers frequently opt for a mixed-method approach, which combines elements of both qualitative and quantitative methodologies.

4.3.1 Qualitative Research Approach

Qualitative research is primarily regarded as exploratory research, focused on understanding underlying reasons, opinions, and motivations (Neuman, 2017). This approach is also employed to identify trends in thought and opinions. Moreover, Creswell (2017) highlights that qualitative research aims to reveal the range of behaviour and perceptions driving that behaviour within a specific target population concerning particular topics or issues. In qualitative research, researchers employ a theoretical framework that categorises approaches into positivist, linguistic, and interpretivist paradigms, depending on their assumptions regarding the nature of textual data, the researcher's impact on text interpretation, and the validity checks utilised to validate text interpretations (Flick, 2016). This methodology is frequently utilised in in-depth examinations of small groups of individuals and aids in formulating and substantiating hypotheses. The outcomes of qualitative research tend to be descriptive and inductive, rather than predictive and deductive, rendering them highly beneficial in this research context.

The use of qualitative research attempts to capture conversations, experiences, opinions, sounds and meanings; also, often found to be rich in quotations, descriptions, and narratives (Flick, 2016). A qualitative research is a study using words rather than numbers. According to Flick (2016), qualitative research is research that focuses on complexity or in-depth research and this approach uses cases as a configuration of specific aspects and features. The social

phenomena are very complex and are often the result of a combination of multiple factors. No single factor or group of factors can be isolated because it contributes more to the occurrence of social phenomena than other factors. The rationale for qualitative research is based on that an understanding and meaning are not achieved by observing certain selected features of the phenomenon or some instances of it, but by observing all aspects of the same phenomenon to understand the relationship and determine how they fit together to form a whole (McNichols & Stubben, 2018).

According to Geoffrey (2019), qualitative research is an excellent method for understanding the specific situation or the overall situation, that is, the complex composition of people, resources, goals, events, and expectations that constitute the context of the situation (McNichols & Stubben, 2018). The approach allows the gaining knowledge and develop meaning from the perspective of participants. In this process, researchers will directly participate in the environment they are studying. This is done to understand the organisational phenomenon based on the background of the organisational phenomenon and pay special attention to the perspectives of the participants (Tashakkori & Teddlie, 2016).

Given that the aim of this study is to investigate the leadership challenges and develop the public sector leadership framework that manage the challenges which are compromising the economic development in South Africa, the study will adopt a qualitative approach to analyse a particular way of viewing and understanding the phenomenon under investigation. The use of a qualitative research approach premised the focus on how research participants understand the event and how it affects their behaviour. In this regard, the qualitative research allows researchers to observe behaviour in the natural environment without manipulating experimental research (Chandra & Shang, 2019).

Furthermore, the use of a qualitative research methods seeks to establish understanding and discover meaning of public sector leadership. A qualitative research approach aims at developing theory and knowledge. Similarly, placing the observer's situational activities in the context of the outside world is the definition of qualitative research. Qualitative research seeks to grasp or elucidate natural occurrences by delving into the significance individuals attribute to them. This entails adopting a naturalistic, interpretive stance toward the environment. Employing qualitative research also allows for an examination of the broader context and begins by seeking an understanding of a research phenomenon (Maree, 2017).

4.4 Research Design

The research design is based on the ultimate objective and encompasses all the stages necessary to achieve that objective. In this context, the research design is viewed as a practical blueprint, incorporating specific research methods and procedures to produce a reliable and effective dataset for empirical analysis, conclusions, and theoretical advancement (Sileyew, 2019). Essentially, the research design provides researchers with a structured framework that guides methods, decisions, and lays the foundation for interpretation. As Schoonenboom and Johnson (2017:140) propose, research design is "a procedure to be carried out to investigate a particular hypothesis under specified conditions."

Moreover, the research design can be characterised as a comprehensive strategy that dictates how participants for the proposed study are chosen and the method for gathering or generating data (Sileyew, 2019). This viewpoint is echoed by Tobi and Kampen (2018), who assert that the study design serves as a roadmap for conducting the research, requiring a meticulous blueprint outlining how the study is executed. Schoonenboom and Johnson (2017) further suggest that the primary purpose of research design is to empower researchers to anticipate appropriate research actions and enhance the validity of the ultimate findings.

4.4.1 Exploratory Research Design

Exploratory research refers to investigations aimed at clarifying ambiguous issues, typically conducted to gain a deeper understanding of existing problems but without yielding definitive conclusions (Thomas & Lawal, 2020). When using an exploratory framework, researchers begin with a broad concept and utilise their findings as a way to pinpoint problems that might be the subject of future studies. It's crucial that the researcher be open to altering course in response to the reveal of new information or insights (McNichols & Stubben, 2018). When a problem is still in its infancy, this type of research is typically conducted.

As stated by Singh (2021), explanatory research aims to elucidate and elucidate descriptive data. While descriptive research may inquire about the "what" aspect, explanatory research endeavours to address "why" and "how" inquiries. It builds upon exploratory and descriptive research to ascertain the true cause of a phenomenon. Explanatory research seeks to identify reasons and justifications, offering evidence to corroborate or challenge explanations or

predictions (Shen, Dan, Lu & Guo, 2021). Its objective is to uncover and delineate relationships among various aspects of the phenomenon under investigation.

4.4.2 Adoption of Explanatory Research Design

The primary aim of this study is to formulate a framework for public sector leadership in fostering economic development in South Africa, effectively addressing leadership challenges at the national level. The exploratory research design was deemed suitable as it enhanced understanding of the subject under investigation. Although it may not yield definitive conclusions due to its lack of statistical robustness, it can assist researchers in beginning to ascertain the reasons and mechanisms behind events (Shen, Dan, Lu & Guo, 2021).

4.5 Research strategy

The kind of the theoretical link between the research and current theories determines the research strategy the study wishes to use (Connelly, 2016). The ontological and epistemological stance of the research variables serves as the foundation of the research strategy. However, research strategies adhere to paradigms like the interpretivist and positivist paradigms. The study used an interviewing method due to its inductive character and interpretivist viewpoint.

The interpretivist research approach employs normative and inductive methods to explore the connection between theory and research (Leedy & Ormrod, 2015). The interpretivist approach is widely recognised for its capacity to comprehend the viewpoints and perspectives of participants within the realm of research. Semi-structured interviews were used to put the plan into action.

Semi-structured interviews are methods for gathering data in which a dialogue is had, questions are posed, and answers are received (Leedy & Ormrod, 2015). Face-to-face interviews, video conversations, and other methods of communication can all be used to conduct interviews (Bell, Bryman & Harley, 2018). Due to their capacity to further examine and explore the study setting, interviews are frequently preferred. The study method of interviews will be employed since it enables the inclusion of an explanatory dimension based on theories that support, inform, and challenge concepts and deeds (Maree, 2017). In order to get a critical understanding of the public sector leadership framework in the development of the economy

in South Africa where leadership challenges at national space are effectively managed, this enables the assessment of responses and the collection of thorough responses.

4.6 Research Choices

The fourth layer of the "research onion," referred to as research selection, encompasses decisions regarding methodology. This tier aids in determining whether to integrate quantitative and qualitative methods or to utilise only one. Within the research onion framework, there are three options for research methodology: mono, mixed, and multi-method approaches (Saunders et al., 2019). Due to the study's focus on qualitative data, only one technique was used in the research. The employment of a single approach provides for the efficient management of a study, enhancing its impartiality.

4.7 Time Horizons

A time horizon is the length of time used for data collection and processing (Creswell & Poth, 2016). The study often conducts cross-sectional and longitudinal studies. When data collection is repeated, longitudinal and cross-sectional surveys is conducted simultaneously (Creswell & Creswell, 2017).

Cross-sectional studies are relatively straightforward as data collection can be completed in a single step, representing a snapshot in time when data is collected only once. In this particular study, data was gathered and analyzed simultaneously to streamline the process and conserve time and resources. As stated by Flick (2018), cross-sectional time frames are frequently appropriate for descriptive and exploratory research, a notion supported by the findings of this research.

4.8 Techniques and Procedures

The study uses methods and techniques consistent with the qualitative research paradigm. The methods are taken into consideration from the data collecting, data analysis, and sampling framework.

4.8.1 Target population

The target population is posited as the entire set of elements characterising the research phenomenon (Maree, 2017). In this regard, the population can be in a form of organisations, individuals or infrastructure. In this study, the population will be the directors of public sector department in every government Ministry in South Africa. The target population will be the departmental directors within the various government ministries that are associated with the economic development of South Africa. The targeted population have vast knowledge on public sector leadership and how it impacts on the economic development. The target population suffices given their understanding of the leadership discourses as well as knowledge on how the departments or sector contributes to economic development.

4.8.2 Sampling and Sample Selection

The sampling procedure recommends choosing sample units from a unit of components as a whole from which inferences can be drawn (Flick, 2018). Probability sampling and non-probability sampling are the two basic sampling strategies that are often applied in a research study. While non-probability sampling is sufficient for qualitative research since it is normative and non-statistical in nature, probability sampling is better suited to statistical research (Creswell & Poth, 2016). However, before beginning the sampling procedure, it is important to comprehend the target population from whom the sample will be taken.

4.8.2.1 Non-probability sampling

Flick (2016) contends that in non-probability sampling, sample elements are chosen through methods that aren't random. Despite this, researchers often opt for and employ non-probability samples. The main methods are:

- Purposive,
- Snowball sampling
- Convenience
- Quota

In purposive or judgmental sampling, researchers exercise their judgment to select specific cases that align best with the research objectives. This non-probability sampling method

enables researchers to choose cases based on their relevance in illustrating particular features or processes of interest (Creswell, 2014:132).

4.8.2.2 Probability sampling

The concept of random selection, a structured procedure guaranteeing that every element in a population has a measurable chance of being chosen, forms the basis of probability sampling. According to Leedy and Omrod (2016), probability sampling involves knowing the odds of each example being chosen from the population, which are typically the same for all cases. It mostly refers to surveys and experimental research techniques. There are various kinds of sampling techniques. These include:

- **Stratified random sampling**

Stratified sampling involves dividing the population into smaller, distinct groups or strata, and then conducting a simple random sample within each stratum. This method combines the impartiality of simple random sampling with the researcher's understanding of the population's diverse subgroups, recognising that their beliefs, characteristics, or attitudes may vary considerably (Neuman, 2014:79).

- **Cluster sampling**

The population is separated into discrete groups, or clusters, for the purpose of cluster sampling. The population is then chosen at random for a sample of clusters (Neuman, 2014:79). Data from the sampled clusters are used for the study.

- **Simple random sampling**

The study utilises simple random sampling. Every population has a known and equal likelihood of selection in the special situation of simple random (Babbie, 2015: 25). According to Kumar (2014), simple random sampling is the term used to describe the process of selection where each member has an equal chance of being chosen. Since there is no human involvement throughout the sample process, bias introduction is improbable.

4.8.2.3 Adoption of Non-Probability Sampling

In keeping with the exploratory and qualitative nature of the study, non-probability sampling will be used for the sampling process. Purposive sampling was used to carry out the non-probability sample. The purposive sampling considers the researcher's subjective understanding of the participants and the key informants with useful information towards the subject under study. The sample was chosen based on the researcher's assessment after considering the position of the departments' position in economic development of the state and how much and how direct it contributes to economic development.

The non-probability sampling procedure was chosen to identify the relevant stakeholders responsible for public sector leadership. The non-probability sampling was executed using a purposive sampling framework where key informants such as the ministerial departments directors were chosen. According to Sawatsky, Ratelle and Beckman (2019), the purposive sampling is the most important non-probability sampling type and reliance is premised on key characteristics and experience, originality, and/or previous research results to purposefully obtain analysis units in such a way that the samples they obtain may be regarded as representative of the relevant population. In executing this sampling procedure, the researcher critically considered the parameters and then select the sample cases accordingly (Wu & Thompson, 2020). Therefore, the criteria for the selection of participants are crucial, understood as dialectical and symbiotic.

4.8.2.4 Sample Size

According to Creswell (2014), a sample size of 10 to 25 people is adequate for qualitative research to achieve data saturation, the study employed a sample of 20 participants. The sample will be drawn from departmental directors within ministries pertinent to South Africa's economic development.

4.8.3 Data collection methods

The final collection of participant opinions and impressions is the data collection process (Igwenagu, 2016). The methods used for data collection vary depending on the research strategy chosen. If a quantitative research strategy is chosen, a questionnaire will be used, while

if a qualitative research method is chosen, an interview will be used (Nassaji, 2015). Given the inductive nature of the study, interviews were used in the data collection procedure.

An interview serves as a social interaction aimed at sharing information between participants and researchers (Anzaldúa, 2020). The depth and effectiveness of this exchange hinge on the interviewer's sensitivity and ingenuity in navigating the relationship (Creswell, 2014). The interviewer plays a significant role in shaping the meaning that emerges from the participants' responses, as they are intricately involved in the process.

In qualitative research interviews, the main objective is to gain a deeper understanding of the research topic from the perspective of the interviewee and to comprehend the underlying reasons behind their specific viewpoints (Leedy and Ormrod, 2016). To achieve this goal, Brinkmann and Kvale (2018) outline key characteristics commonly found in qualitative research interviews. These interviews tend to have a low degree of structure imposed by the interviewer, allowing the conversation to flow organically and encouraging participants to share their thoughts freely. Open-ended questions are a prominent feature, enabling interviewees to respond in their own words and provide detailed insights. Moreover, qualitative research interviews focus on specific situations and sequences of actions in the interviewee's world, avoiding pure abstraction and seeking to understand the realities and experiences that shape their perspectives. Embracing these characteristics, qualitative research interviews offer a powerful tool for researchers to access rich and nuanced data, gaining profound insights into the lived experiences and viewpoints of the participants.

In order to keep the researcher focused on the study topic, the semi-structured interviews were done in accordance with an interview guide. Face-to-face interviews will be conducted, which enabled the researcher to read body language and other facial expressions that reveal how participants are feeling about the topic. The 30-45-minute-long interview sessions will be held in English. Prior to the start of the interview sessions, consent will be sought before beginning the digital recording of the sessions for additional analysis.

4.8.4 Data analysis

Data analysis is the process of dissecting a phenomenon into its component parts in order to grasp it better (Nassaji, 2015). According to the qualitative research methodology used, the data analysis procedure for this study used an inductive phenomenon.

4.8.4.1 Qualitative Data Analysis Process

Qualitative data analysis involves extracting meaning from the perspectives and opinions shared by research participants, identifying patterns, topics, categories, and commonalities in their responses (Richards & Hemphill, 2018). This process is an ongoing and iterative one, as described by Creswell (2018), where data collection, processing, analysis, and reporting are interconnected, rather than following a linear sequence. The goal of qualitative data analysis is to transform the gathered qualitative data into coherent, comprehensible, insightful, and reliable analyses, which may even lead to novel and original insights.

Lester, Cho, and Lochmiller (2020) describe qualitative data analysis as a quest for overarching statements regarding the relationship between different categories of data. Conversely, Packard (2017) asserts that qualitative methods are better suited for observing specific events or circumstances. Building upon this perspective, Maher, Hadfield, Hutchings, and de Eyto (2018) argue that qualitative analysis involves transforming raw data into meaningful findings by sifting through information, discerning significant patterns, and constructing a framework to convey the essence of the data. This analytical process is depicted as continuous, evolving, and iterative, involving the examination of transcribed interview data. Additionally, Leedy and Ormrod (2015) emphasise that qualitative researchers construct interpretive narratives based on their data, striving to capture the intricacies of the phenomena under study.

Creswell (2018) defines meaning as the intended message of the original author, highlighting that data analysis involves both inductive and deductive approaches to identify and establish patterns or themes. This entails reducing the amount of raw data, separating the important information from the unimportant, seeing important trends, and creating a framework for explaining the main points the statistics make clear. The qualitative data analysis was conducted using a thematic analysis technique.

4.8.4.2 Thematic analysis

The thematic analysis is an analysis method in qualitative research, emphasising precise positioning, inspection and recording methods, also known as the theme of the data set. Themes are patterns seen in various data sets that are relevant to certain research objectives and are crucial for understanding phenomena (Leedy & Ormrod, 2015). Concurrently, the thematic analysis is carried out in qualitative research in order to be able to identify, analyse, organise,

describe and report the themes in the data set to generate trustworthy and insightful findings (Lester, Cho & Lochmiller, 2020). Therefore, thematic analysis can be said to be a technology that can not only reflect reality, but also unravel or uncover the surface of reality.

The elicited views were Sub-Themed using N-Vivo into themes as they emerge from the leadership challenges affecting the economic development and the mitigating factors thereof. Before coding the results, the researcher became familiar with them to identify connections, resemblance patterns, and meanings (Igwenagu, 2016). As new subthemes arise from the study objectives, they were organised in a way that addresses the primary themes.

4.8.5 Pilot Study

A pilot study is described as a preliminary and small-scale investigation conducted before a larger study to assess the adequacy and appropriateness of the methods, sampling, instrumentation, and analysis (Ismail, Kinchin & Edwards, 2018). Lowe (2019) agrees that pilot tests in qualitative research allow researchers to use actual qualitative interviews. According to Flick (2016), researchers can start to identify and correct deficiencies by conducting pilot or test interview guide on selected few people to determine their clarity. The pilot further helps eliminate ambiguity and generates useful feedback on the structure and flow of the anticipated interview. The pilot study will be conducted on three (3) participants from the public sector departmental directors in every ministry in South Africa sampled purposively. The sample in the pilot study will not be included in the actual research and the findings will not be documented. The deficiencies noted on the interview schedule during the pilot study will be mitigated before the actual study.

4.8.6 Trustworthiness of the Findings

The idea that results may be generalised is disputed by qualitative research, which asserts that meaning is historical and that no two people will ever have the same problem in exactly the same manner (Flick, 2016). Trustworthiness in qualitative research is correlated with reliability and validity (Cohen, Manion & Morrison, 2017). Connelly (2016) asserts that the design and implementation of the entire qualitative component must be rigorous in order to maintain authenticity and objectivity.

4.8.6.1 Consistency or Dependability

The dependability will be ensured by ensuring a thorough research design approach used to verify inductive research techniques, descriptive research goals, interpretative attitudes, and case study tactics. In this study, instead of relying on randomisation, the researcher utilised the Research Onion approach developed by Saunders et al. (2019). This methodological framework provides practical and reliable research procedures by guiding researchers through various stages of the research process. By adopting this structured approach, the study aimed to ensure methodological rigor and trustworthiness in its research methodology.

4.8.6.2 Transferability or Applicability

The quantitative equivalent of transferability is external validity, which involves assessing whether the findings of one study can be applied to other contexts (Anney, 2014). This assessment is conducted by thoroughly examining and justifying the processes for data collection and other aspects of the study design. The approach to transferability employed in this study is informed by the perspectives of Ang, Embi, and Yunus (2016), who argue that challenges to transferability include considerations related to the population, data collection methods, and sample size. The study's results are deemed transferable and pertinent to national leadership across various dimensions.

4.8.6.3 Credibility

Credibility, akin to internal validity in quantitative research, revolves around verifying that the findings are reliable (Cypress, 2017). This study aligns with Noble and Smith's (2015) recommendation of employing data triangulation and other strategies to bolster study design and activities, thereby enhancing credibility in qualitative research. The credibility of this study is reinforced by the utilization of a theoretical framework, associated models, and the triangulation of diverse datasets, all aimed at fortifying the study's reliability.

4.8.6.4 Confirmability

Before confirming findings, it's essential to prioritise dependability, transferability, and credibility. According to Flick (2018), confirmability assesses the influence of researchers on findings to ensure participants' perspectives shape discoveries more than researchers'. By

identifying key themes aligned with participants' viewpoints and experiences, rather than researchers' biases, this study enhanced its recognisability and trustworthiness.

4.9 Ethical Considerations

Nassaji (2015) underscores the importance of ethics in research by highlighting institutions' efforts to protect the anonymity and privacy of research subjects. This emphasis on ethics is crucial for conducting research responsibly and addressing ethical considerations that may arise during the research process. As stated by Miles, Huberman, and Saldaa (2018:67), the term "ethics" finds its origins in the Greek word "ethos," which translates to "character or habit." In the context of ethics, it pertains to the social norms and principles that reflect moral integrity and a steadfast sense of purpose. Williams and Wienroth (2017) claim that deciding what is good and incorrect in research is a key component of scientific ethics. The following ethical principles are followed in the research:

4.9.1 Informed Consent

Participants must receive consent, consent to interview, and consent to participate in study in order to adhere to ethical guidelines for doing research (Polit, 2015). Participation must be freely chosen. By addressing letters of informed consent to the subjects, the researcher will sort consent.

Although getting written consent is typical, Williams and Wienroth (2017) advise against using a rigorous method to getting agreement in order to develop a connection with the participants that keeps their moral respect. Verbal consent was judged unsuitable for this study because the participants were from the public platforms, thus consent papers have to be signed and completed before the interview.

4.9.2 Confidentiality and Anonymity

Participants will be assured that recordings will only be available upon request by the study director and that their information will be kept confidential, as noted by Nassaji (2015). To ensure anonymity, pseudonyms will replace real names in this study.

All correspondence with participants and business records will be kept private in this regard. The data gathered through observations and interviews will be kept private. In light of the

secrecy of interviews, researchers contend that maintaining trust requires emphasising information confidentiality (Polit, 2015). Participants will be encouraged to openly share their experiences, opinions, and ideas as trust is developed.

4.9.3 Protection Against Harm

Volunteers will be protected from any form of harm, whether psychological or physical, as emphasised by Polit (2015). Participants will be asked to list any circumstances, such as pre-existing mental health issues, that the researchers may not have been aware of that may have caused unintentional damage.

4.10 Conclusion

This chapter presents the methodology employed for the study's research. As a result, the research methodology, philosophy, and design were covered in this chapter. For this research, data was gathered using the qualitative method. The sample will be chosen, data will be collected, and data will then be analysed using the non-probability sampling technique, interviews, and qualitative descriptive analysis. The study's ethical considerations and limitations were also discussed in the chapter. The results, discussion, and interpretation of the findings are covered in the chapter that follows.

CHAPTER FIVE: RESEARCH FINDINGS

5.1 Introduction

This chapter reports the findings, and discussions resulting from the investigation into public sector leadership within the South African context. The research was designed to thoroughly examine the current situation, focusing on leadership obstacles within the public sector and their effects on economic progression. With a comprehensive lens, this exploration sought to delineate the existing environment, identify the fundamental causes of ongoing issues, and investigate various viewpoints on viable strategies to cultivate progress and consensus.

The study aimed to formulate a public sector leadership framework sensitive to the nuances of South Africa as a developing economy. This framework aspires to enhance economic development by addressing leadership deficiencies and leveraging strengths. The title, "Developing a Public Sector Leadership Framework for Advancing Economic Development in South Africa," encapsulates the study's essence, guiding its focus and ensuring alignment with its central aim and objectives.

The themes identified from the data collected from the research played a pivotal role in addressing key questions that were aligned with the research objectives. By using thematic data analysis as the primary methodology, insights and responses relevant to critical research inquiries and objectives were extracted.

Moreover, the study employed a sample size comprising 20 participants who engaged in individual, face-to-face in-depth interviews. This approach was chosen to ensure a thorough exploration of perspectives and experiences, facilitating a nuanced understanding of the subject matter and enhancing the credibility and depth of the research findings.

5.2 Demographic Information

Age and gender of the participants are of interest since this information helps to get some understanding of the background and to build a picture of their representation within the South African public sector. The sample population was purposively selected and constituted individuals occupying high level position in the organisation.

5.2.1 Age of Participants

In this subsection, the distribution of participants in terms of their age is examined, with a specific focus on Figure 5.1.

Figure 5.1: Distribution of Participants by Age



Source: Author's own

Figure 5.1 above depicts that three (3) participants fall within the 31 to 40 years old category; Nine (9) participants are in the 41 to 50 years old range, and eight (8) participants are categorised as 50+ years old.

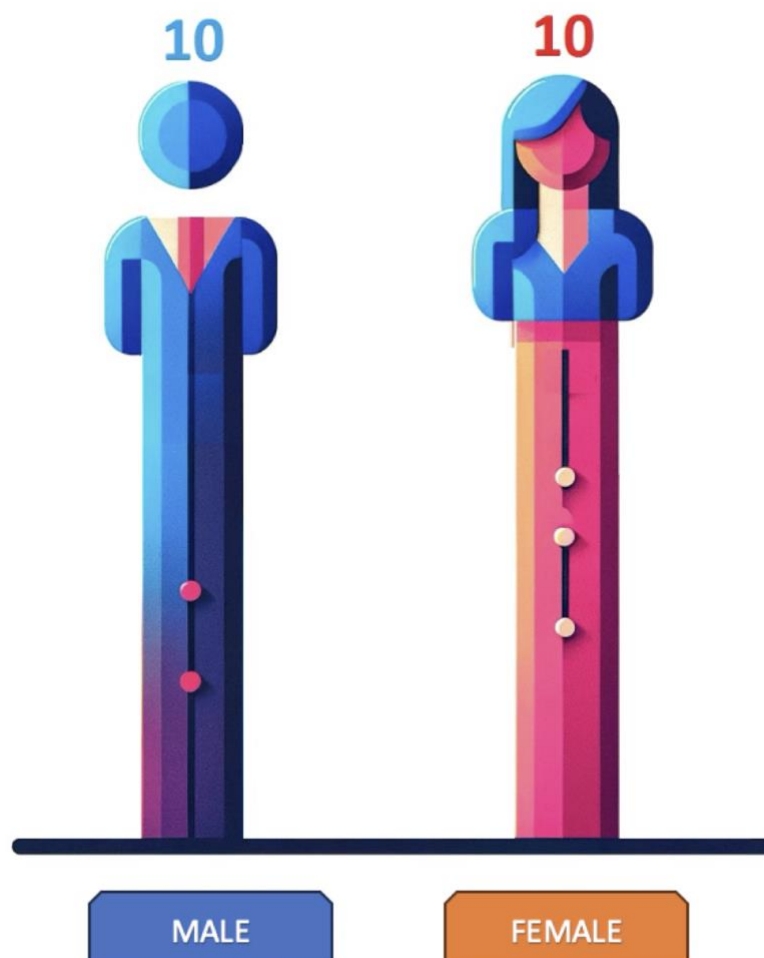
This distribution underscores a significant representation from both the economically active group and mature individuals, highlighting a blend of dynamism and seasoned experience. The

majority of participants, spanning from mid-career to senior levels, suggest a depth of perspective that is crucial for shaping a leadership framework aimed at enhancing economic development. Their collective insights and contributions are expected to be pivotal in understanding and navigating the complexities of governance and economic policies in South Africa, thereby informing a robust leadership framework capable of driving substantial economic progress.

5.2.2 Distribution of Participants by Gender

The gender distribution of participants is examined, with a specific focus on the findings presented in Figure 5.2.

Figure 5.2: Gender Distribution of Participants



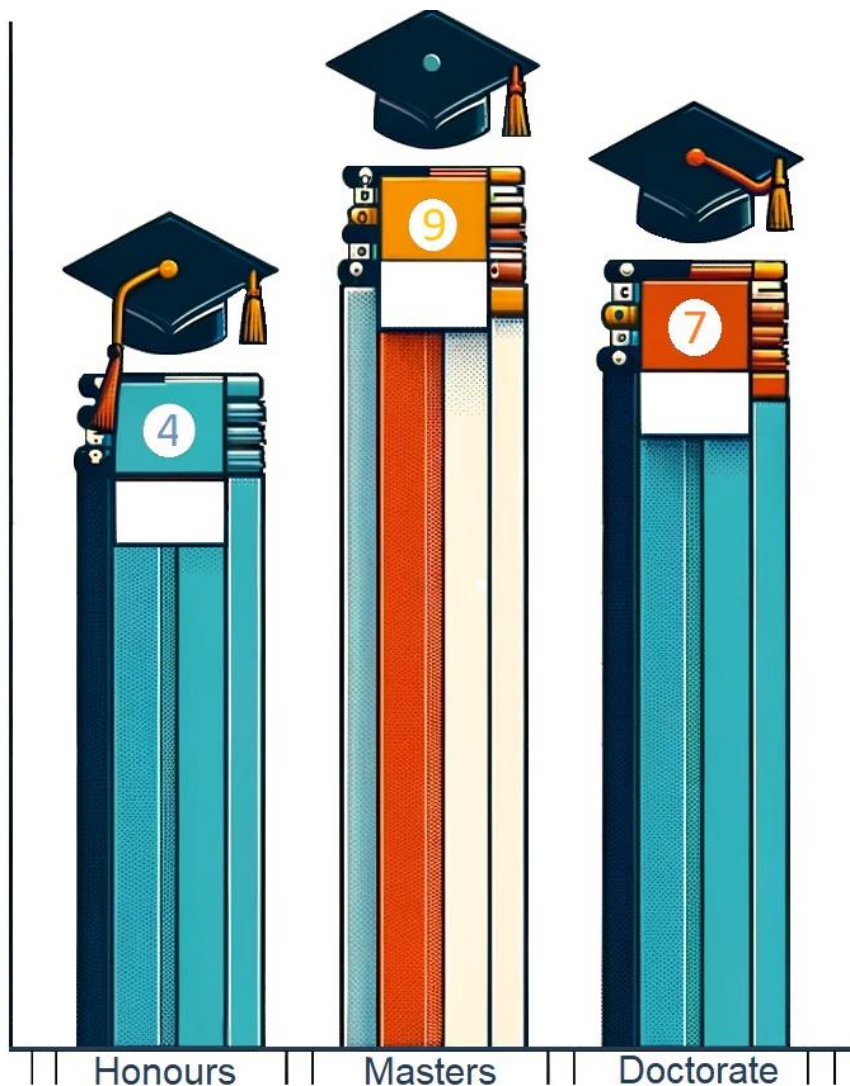
Source: Author's own

Figure 5.2 above displays the gender distribution among participants in a study, with a total of 20 participants and of these, 10 were male and 10 were female. The graph illustrates a fairly even distribution between male and female participants, indicating a balanced gender representation in the study. This balance ensures a diversity of insights and perspectives, which is particularly beneficial for research on public sector leadership and economic development.

5.2.3 Distribution of Participants by Qualification

In this sub-section, the participants qualifications are examined, with a specific focus on the findings presented in Figure 5.3.

Figure 5.3: Qualification Distribution of Participants



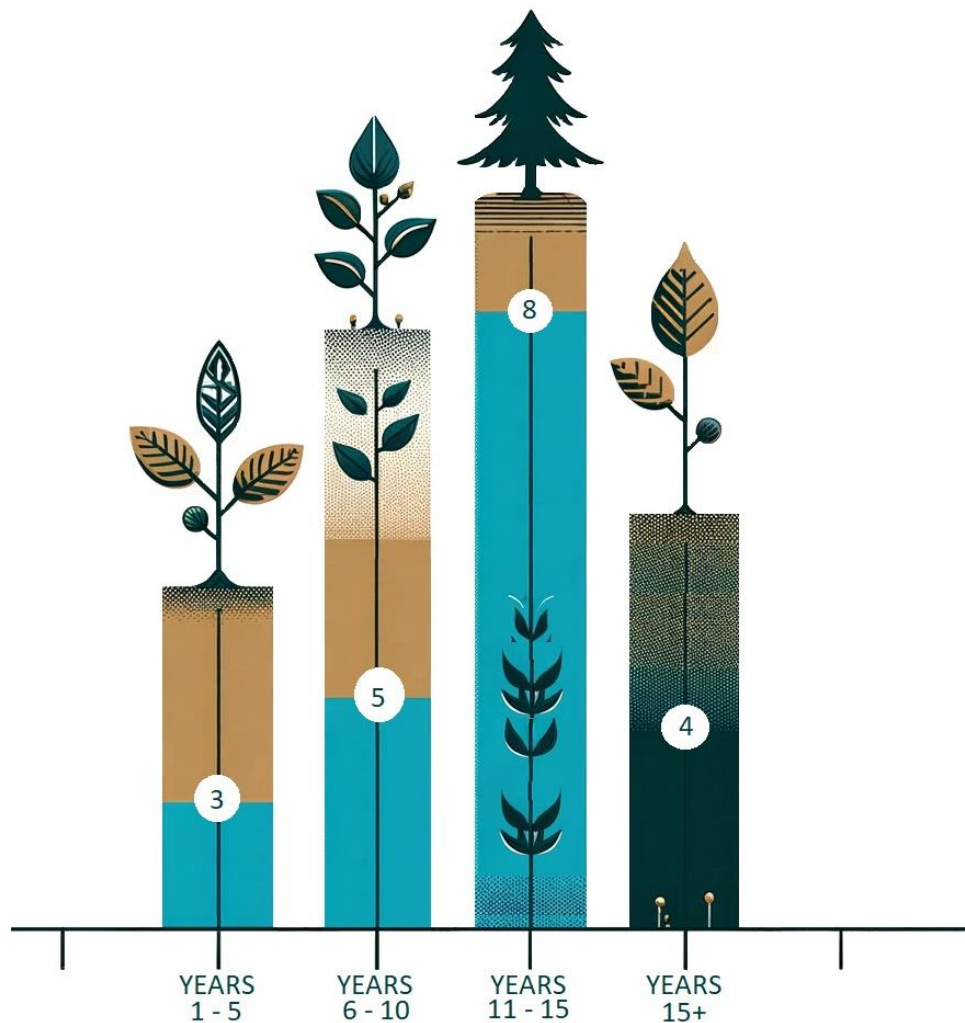
Source: Author's own

Figure 5.3 reflects that the majority of participants hold a Master’s Degree, illustrating a high level of postgraduate education among the participants. Doctorate degree holders represent a significant portion as well, with 6 participants, indicating that about a third of the participants have attained the highest level of academic achievement. Honours degree holders are the smallest group, with 4 participants. This distribution underscores a highly educated group of individuals, likely to provide in-depth knowledge and expertise, particularly valuable in advanced research areas such as public sector leadership and economic development.

5.2.3 Years of Experience of Participants

In this sub-section, the participants years of experience are examined, with a specific focus on the findings presented in Figure 5.4.

Figure 5.4: Years of Experience of Participants



Source: Author’s own

Figure 5.4 above indicates a significant number of participants with 11-15 years of experience (8 participants out of 20), highlighting a group with substantial professional expertise. This depth of experience offered valuable insights and practical knowledge to the study. Meanwhile, those with over 15 years of experience, though smaller in number (4 participants out of 20), likely contribute a wealth of long-term industry perspective and leadership experience. Participants with 1-5 years (3 participants out of 20 participants) and 6-10 years (5 participants out of 20 participants) provide fresh and potentially more current perspectives, ensuring a comprehensive view on the topics at hand. Figure 5.4 also provides an intuitive depiction of the participants' progression through their professional journey, symbolised by the natural growth from a seedling to an ancient tree. This presentation underlines the depth and development of experience within the research group.

5.3 Thematic Analysis

The synthesis of thematic elements and corresponding Sub-Themes derived from the thematic analysis is reflected in three tables: Table 5.1, Table 5.2, and Table 5.3, corresponding to Objectives 1, 2, and 3, respectively.

Table 5.1: Themes and Sub-Themes for research Objective 1

Theme	Sub-Themes
1. Legislative Framework for Public Sector Leadership in South Africa	Sub-Theme 1: Public Finance Management Act (PFMA) Sub-Theme 2: Municipal Finance Management Act (MFMA) Sub-Theme 3: Public Service Act Sub-Theme 4: Promotion of Administrative Justice Act (PAJA)
2. Integration of Legislation into Public Sector Leadership	Sub-Theme 1: Compliance Measures Sub-Theme 2: Adherence to Legal Frameworks Sub-Theme 3: Education and Training Sub-Theme 4: IT Integration

3. Leadership Styles in the South African Public Sector	Sub-Theme 1: Transformational Leadership Sub-Theme 2: Participative Leadership Sub-Theme 3: Ethical Leadership
4. Design of Leadership Style	Sub-Theme 1: Blend of Transformational and Participative Leadership Sub-Theme 2: Alignment with Organisational Goals and Values Sub-Theme 3: Collaboration and Stakeholder Engagement
5. Challenges during Implementation Stage	Sub-Theme 1: Inadequate Resource Allocation Sub-Theme 2: Resistance to Change
6. Root Causes of Public Sector Leadership Challenges	Sub-Theme 1: Institutional Weaknesses and Historical Inequalities Sub-Theme 2: Corruption and Lack of Accountability
7. Transformation of Public Sector Leadership Challenges	Sub-Theme 1: Comprehensive Reforms and Institutional Strengthening

Source: Author's own

Aligning with Objective 1 of the study, the analysis delves into various themes essential for understanding the complexities of leadership within the South African public sector. The first theme explores the legislative framework governing public sector leadership, examining key legislation such as the Public Finance Management Act (PFMA) and the Promotion of Administrative Justice Act (PAJA). Thereafter, the integration of legislation into public sector leadership is scrutinised, focusing on compliance issues, adherence to legal frameworks, education, training, and IT integration. Leadership styles prevalent in the South African public sector, including transformational, participative, and ethical leadership, are also analysed to understand their implications for organisational effectiveness. Furthermore, the design of leadership styles, challenges during implementation stages, root causes of leadership challenges, and strategies for transformation are explored comprehensively. This thematic analysis provides a structured framework for dissecting the multifaceted nature of public sector

leadership challenges in South Africa, laying the groundwork for a nuanced understanding of the issues at hand and informing subsequent discussions and recommendations.

Table 5.2: Themes and Sub-Themes for research Objective 2

Theme	Sub-Theme
1. Leadership Influence	Sub-Theme 1: Policy Formulation and Implementation Sub-Theme 2: Investment and Economic Environment Sub-Theme 3: Governance and Regulatory Frameworks
2. Economic Growth Drivers	Sub-Theme 1: Investment Attraction Sub-Theme 2: Policy Development Sub-Theme 3: Infrastructure and Development Projects
3. Challenges and Impacts	Sub-Theme 1: Investor Confidence Sub-Theme 2: Policy Uncertainty Sub-Theme 3: Economic Stagnation

Source: Author's own

Aligned with Objective 2, the thematic analysis extends to examining the impact of public sector leadership challenges on South Africa's economic development. This analysis encompasses several key themes, beginning with the assessment of leadership influence on policy formulation and implementation, investment attraction, and the overall economic environment. Additionally, the analysis explores the drivers of economic growth, such as investment attraction, policy development, and infrastructure projects, while also addressing the challenges and impacts stemming from leadership deficiencies, including dwindling investor confidence, policy uncertainty, and economic stagnation. Symptoms and indicators, such as the lack of investor trust and government service inefficiencies, are also examined to provide a comprehensive understanding of the economic repercussions of public sector leadership challenges.

Table 5.3: Themes and Sub-Theme for research Objective 3

Theme	Sub-Themes
1. Strategies and Mechanisms	Sub-Theme 1: Training and Development Programs Sub-Theme 2: Performance Evaluations and Feedback Systems Sub-Theme 3: Mentorship and Leadership Development Initiatives
2. Challenges and Loopholes	Sub-Theme 1: Bureaucratic Hurdles and Inconsistencies Sub-Theme 2: Insufficient Budgetary Allocations
3. Design Considerations for Leadership Frameworks	Sub-Theme 1: Adaptability and Flexibility Sub-Theme 2: Economic Development and Sustainability Sub-Theme 3: Stakeholder Engagement and Collaboration
4. Missing Elements in Current Mechanisms	Sub-Theme 1: Comprehensive Whistle-blower Protection and Robust Checks and Balances Sub-Theme 2: Effective Use of Technology for Transparency
5. Ideal Characteristics of a Leadership Framework	Sub-Theme 1: Transparency and Integrity Sub-Theme 2: Inclusivity and Diversity Sub-Theme 3: Sustainability and Long-term Vision

Source: Author's own

Moving forward with Objective 3, the thematic analysis shifts focus towards the development of a leadership framework aimed at addressing the identified challenges and advancing South Africa's economic development. This analysis encompasses various themes crucial for formulating an effective leadership framework. Strategies and mechanisms, including training and development programs, performance evaluations, and mentorship initiatives, are explored to cultivate leadership capabilities within the public sector. Furthermore, challenges and loopholes, such as bureaucratic hurdles and insufficient budgetary allocations, are identified

and addressed to ensure the framework's efficacy. Design considerations, including adaptability, economic sustainability, and stakeholder engagement, are also highlighted to promote the long-term viability and effectiveness of the leadership framework. Additionally, missing elements in current mechanisms, such as comprehensive whistleblower protection and effective use of technology for transparency, are identified to enhance the framework's integrity and accountability. Ultimately, this thematic analysis lays the groundwork for the formulation of a robust leadership framework that aligns with the objectives of advancing public sector leadership and fostering economic development in South Africa.

5.3.1 Objective 1: To critically analyse the public sector leadership challenges impacting South Africa's economic development.

The examination of public sector leadership challenges affecting South Africa's economic development reveals a complex landscape shaped by institutional deficiencies, historical legacies, and governance gaps. Legislative frameworks like the Public Finance Management Act (PFMA), Municipal Finance Management Act (MFMA), Public Service Act, and Promotion of Administrative Justice Act (PAJA) form the backbone of governance structures, emphasising accountability and transparency.

Integration of legislation into public sector leadership involves compliance measures, adherence to legal frameworks, education, and IT integration, all aimed at fostering effective governance practices. Leadership styles in the South African public sector include transformational, participative, and ethical leadership, aiming to drive positive change, collaboration, and uphold ethical standards. Designing leadership styles involves aligning with organisational goals, promoting collaboration, and prioritising ethical leadership and integrity. Challenges during the implementation stage encompass inadequate resource allocation and resistance to change, hindering effective leadership strategies. Root causes of public sector leadership challenges include institutional weaknesses, historical inequalities, corruption, and lack of accountability, necessitating comprehensive reforms. Transformation of public sector leadership challenges requires comprehensive reforms, institutional strengthening, and fostering a culture of transparency, accountability, and integrity to promote sustainable economic development.

multifaceted approach is necessary to tackle the leadership challenges that impede the country's economic development. Moreover, the prominence of terms like "transparency" and "accountability" signals the study's emphasis on these values as cornerstones for effective governance.

In essence, Figure 5.5 serves as a visual distillation of the study's rich narrative, encapsulating the findings that link leadership practices within South Africa's public sector to the broader objective of economic growth and development.

Figure 5.6 outlines a comprehensive framework for addressing Objective 1: Public Sector Leadership Challenges Impacting South Africa's Economic Development. It's organised into seven interconnected themes that highlight various aspects of public sector leadership and its influence on economic growth.

Theme 1, "Legislative Framework for Public Sector Leadership in South Africa," focuses on the legal acts and regulations like the PFMA and MFMA, which govern the financial management of the country's public sector. This sets the legal backbone for leadership practices.

Theme 2, "Integration of Legislation into Public Sector Leadership," delves into practical measures, such as compliance and adherence to legal frameworks, necessary for integrating these laws into everyday leadership functions.

Theme 3, "Leadership Styles in the South African Public Sector," examines different leadership approaches, including transformational, participative, and ethical leadership, and their impact on governance and policy implementation.

Theme 4, "Design of Leadership Style," explores the ideal blend of leadership styles that should be fostered within the public sector to align with organisational goals and values while ensuring collaboration, stakeholder engagement, and integrity.

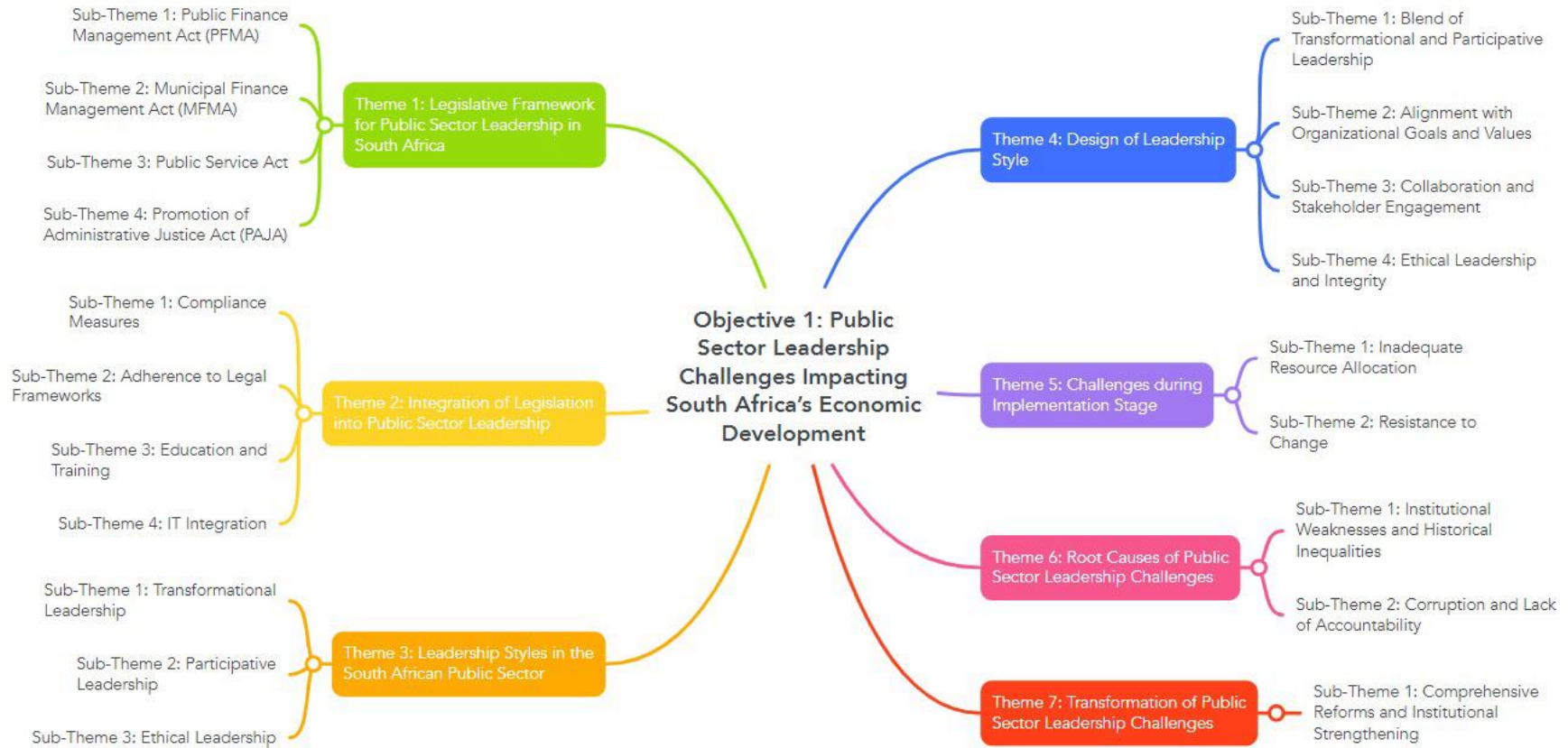
Theme 5, "Challenges during Implementation Stage," recognises hurdles such as inadequate resource allocation and resistance to change, which can hamper the implementation of leadership initiatives.

Theme 6, "Root Causes of Public Sector Leadership Challenges," identifies deeper issues like institutional weaknesses and historical inequalities that underlie many of the leadership challenges within the public sector.

Finally, Theme 7, "Transformation of Public Sector Leadership Challenges," looks at the broader strategic responses needed to overcome these challenges, emphasising comprehensive reforms and institutional strengthening.

Together, these themes form a multidimensional view of the leadership landscape in South Africa's public sector, providing insights into both the challenges and potential strategies for fostering leadership that can drive economic development. Figure 5.6 is a visual guide for a systematic approach to improving public sector leadership with the ultimate goal of enhancing South Africa's economic growth.

Figure 5.6: Mapping depicting the themes and Sub-Themes derived from Objective 1



Source: Author's own

5.3.1.1 Theme 1: Legislative Framework for Public Sector Leadership in South Africa

In South Africa, the legislative framework governing public sector leadership plays a pivotal role in shaping governance practices, ensuring accountability, and fostering transparency within governmental institutions. Central to this framework are key pieces of legislation such as the Public Finance Management Act (PFMA), the Municipal Finance Management Act (MFMA), the Public Service Act, and the Promotion of Administrative Justice Act (PAJA). Enacted to address various aspects of governance, these laws provide a statutory foundation for effective financial management, ethical conduct, and procedural fairness across the public sector.

The below examines the perceptions and implications of these legislative instruments on public sector leadership in South Africa, drawing insights from participant responses and scholarly research. By exploring their significance, implementation, and impact, this study aims to provide a comprehensive understanding of how the legislative framework shapes governance practices and influences the dynamics of leadership within the public sector.

Sub-Theme 1: Public Finance Management Act (PFMA)

The Public Finance Management Act (PFMA) serves as a pivotal legislative framework within the governance structure of South Africa's public sector. Enacted in 1999, the PFMA outlines the foundational principles and regulations governing financial management, transparency, and accountability within governmental institutions. It sets forth clear guidelines for budgeting, expenditure control, procurement processes, and financial reporting, aiming to ensure the efficient and responsible use of public funds.

Participant 1: *"The public sector leadership in South Africa is underpinned by key legislations such as the PFMA, which outlines financial management and accountability."*

Participant 2: *"The public sector leadership in South Africa is grounded in significant legislations, including the PFMA that delineates financial management and accountability."*

The verbatim responses from Participant 1 and Participant 2 underscore the foundational role of the PFMA in shaping public sector leadership in South Africa. Both participants emphasise

the PFMA's significance in delineating financial management principles and fostering accountability within the public sector.

These interpretations suggest that the PFMA serves as a cornerstone legislation that establishes clear guidelines and standards for financial governance practices. By outlining protocols for financial management and emphasising the importance of accountability, the PFMA plays a pivotal role in ensuring transparency and integrity within public sector institutions.

Participant 1 and Participant 2 responses highlighting the PFMA's foundational role in establishing principles of financial management and accountability. By focusing on the accountability of specific roles within public institutions, this research aligns with the emphasis on adherence to the PFMA as integral to effective leadership and governance in the public sector.

Moreover, the use of terms like "underpinned" and "grounded" in the responses suggests that the PFMA serves as a fundamental framework upon which public sector leadership in South Africa is built. It indicates that adherence to the principles and provisions outlined in the PFMA is integral to effective leadership and governance within the public sector.

Participant 3: *"The legislative framework underpinning public sector leadership in South Africa encompasses pivotal acts such as the PFMA, which outlines financial governance."*

Participant 14: *"The legislations underpinning public sector leadership in South Africa encompass the PFMA and the MFMA."*

Participant 3's remark further reinforces the significance of the PFMA, highlighting its role in outlining financial governance practices within the public sector. Similarly, Participant 14's mention of the PFMA alongside the MFMA underscores its importance in shaping financial management principles.

Participant 1, Participant 2, and Participant 3's remarks on the PFMA's foundational role in shaping public sector leadership through the enhancement of financial governance practices. It suggests that the PFMA's influence extends beyond regulatory compliance to capacity building within public service, aligning with the participants' insights on the Act's broader implications for effective governance.

Participants highlighted the fundamental importance of the PFMA in shaping the landscape of public sector leadership in South Africa. Their insights illuminate the PFMA's role in delineating financial management principles and fostering accountability within governmental structures, laying the groundwork for effective governance practices. Further examination of participant responses reaffirms the significance of the PFMA as a cornerstone legislation in promoting transparency and integrity within the public sector.

Sub-Theme 2: Municipal Finance Management Act (MFMA)

The Municipal Finance Management Act (MFMA) serves as a significant legislative framework governing financial management practices within local government entities in South Africa. Enacted in 2003, the MFMA provides comprehensive guidelines and regulations aimed at ensuring transparency, accountability, and effective financial governance at the municipal level. It addresses various aspects of financial management, including budgeting, expenditure control, revenue management, and financial reporting, with the overarching goal of supporting sustainable service delivery and local development.

Participants highlighted the importance of the MFMA alongside the PFMA in shaping public sector leadership in South Africa. Their verbatim responses underscored the MFMA's role in governing financial management practices within local government entities and emphasised its contribution to transparency and accountability at the municipal level. Further exploration of participant responses elucidates the integral role of the MFMA in promoting effective financial governance and supporting local development initiatives within South Africa's public sector.

Participant 1: *"Additionally, the MFMA applies to local government entities."*

Participant 14: *"The legislations underpinning public sector leadership in South Africa encompass the PFMA and the MFMA."*

These responses highlight the MFMA's crucial role in governing financial management practices specifically tailored to local government entities. Participant 1's mention of the MFMA's application to local government underscores its specificity and importance within this context. Similarly, Participant 14's reference to the MFMA alongside the PFMA emphasises its significance in shaping financial management principles and promoting accountability, particularly at the municipal level.

Participant 3: *"Additionally, the Public Service Act and MFMA set the ethical standards and financial management protocols for public servants and local government entities, respectively."*

Participant 14 mentioned the MFMA in conjunction with the PFMA as pivotal in underpinning public sector leadership, while Participant 3 highlighted the legislative framework's role in outlining financial governance. The article underscores the importance of both Acts in establishing robust financial management protocols, supporting the idea that the MFMA plays a critical role in local government entities, as indicated by the participants' discussions.

Participant 16: *"The MFMA specifically applies to local government entities."*

These responses further emphasise the MFMA's role in governing financial management practices within local government entities. Participant 3's remark highlights how the MFMA, alongside other legislations, sets ethical standards and financial management protocols, emphasising its importance in ensuring accountability and integrity within the public sector. Similarly, Participant 16 underscores the specificity of the MFMA in its application to local government entities, reaffirming its crucial role in shaping financial governance practices at the municipal level.

In conclusion, the verbatim responses from participants underscore the pivotal role of the MFMA in shaping public sector leadership in South Africa, particularly within local government entities. The MFMA's specificity and importance in governing financial management practices and promoting accountability at the municipal level are evident from the participants' remarks. These findings reaffirm the integral role of the MFMA in fostering transparency, integrity, and effective financial governance within South Africa's public sector, ultimately contributing to sustainable local development initiatives.

Sub-Theme 3: Public Service Act

The Public Service Act is a significant piece of legislation governing the conduct and ethical standards of public servants in South Africa. Enacted in 1994, the Public Service Act outlines the rights, responsibilities, and obligations of public servants, as well as the principles of public administration. It sets forth clear guidelines for the conduct of public officials, including provisions related to accountability, integrity, and professionalism.

Participants highlighted the importance of the Public Service Act alongside other legislative frameworks in shaping public sector leadership in South Africa. Their verbatim responses underscored the Public Service Act's role in governing the conduct of public servants and setting ethical standards within governmental structures. Further exploration of participant responses elucidates the integral role of the Public Service Act in promoting integrity, professionalism, and accountability among public servants, thus contributing to effective governance practices within the public sector.

Participant 6: *"Important laws like the Public Service Act provide the statutory basis for leadership in the public sector in South Africa."*

Participant 11: *"The Public Service Act outlines conduct standards for public servants."*

These responses highlight the Public Service Act's crucial role in providing a statutory basis for public sector leadership and governance in South Africa. Participant 6's remark underscores the Act's significance in shaping leadership practices within the public sector, emphasising its role as a foundational legislation. Similarly, Participant 11's mention of the Act's focus on setting conduct standards for public servants highlights its importance in promoting integrity and professionalism among government officials.

Participant 3: *"The Public Service Act and MFMA set the ethical standards and financial management protocols for public servants and local government entities, respectively."*

Participant 16: *"The Public Service Act outlines conduct standards for public servants."*

These responses further emphasise the Public Service Act's role in setting ethical standards for public servants within the public sector. Participant 3's remark highlights the Act's importance alongside other legislations in governing both ethical standards and financial management protocols, underscoring its multifaceted role in ensuring accountability and integrity within governmental structures. Similarly, Participant 16's mention of the Act's focus on conduct standards reaffirms its significance in promoting professionalism and accountability among public servants.

Currently, there is a lack of directly relevant scholarly articles that focus explicitly on the Public Service Act's impact on public sector leadership and governance in South Africa. This indicates a potential gap in the literature that could be addressed by future research to explore the Act's specific contributions and challenges in shaping public sector governance and ethical standards.

In conclusion, the verbatim responses from participants highlight the foundational role of the Public Service Act in shaping public sector leadership and governance in South Africa. The Act's focus on setting conduct standards and ethical principles for public servants underscores its importance in promoting integrity, accountability, and professionalism within governmental structures. These findings reaffirm the integral role of the Public Service Act in fostering effective governance practices and ensuring public trust and confidence in the public sector.

Sub-Theme 4: Promotion of Administrative Justice Act (PAJA)

The Promotion of Administrative Justice Act (PAJA) is a significant legislative framework in South Africa aimed at promoting fairness, transparency, and accountability in administrative actions undertaken by government entities. Enacted in 2000, PAJA outlines procedural safeguards and principles to ensure that administrative decisions are lawful, reasonable, and procedurally fair. It provides mechanisms for individuals to challenge administrative actions that adversely affect their rights or interests, thereby enhancing access to justice and promoting good governance.

Participants highlighted the importance of the PAJA in safeguarding fairness and transparency in administrative actions within the public sector. Their verbatim responses underscored PAJA's role in promoting accountability and ensuring procedural fairness in governmental decision-making processes. Further exploration of participant responses elucidates the integral role of PAJA in enhancing access to justice and upholding the rule of law within South Africa's public sector.

Participant 11: *"The PAJA is crucial."*

Participant 20: *"There is PAJA."*

These responses highlight the significance of the PAJA in the context of public sector leadership and governance in South Africa. Participant 11's emphasis on the Act's importance underscores its crucial role in safeguarding administrative fairness and accountability. Similarly, Participant 20's mention of PAJA reaffirms its presence as a key legislative framework within the public sector, reflecting its importance in promoting transparency and procedural fairness in governmental actions.

Participant 17: *"Key legislations: PFMA, ECTA. PAJA guides financial management, ensures legal framework for IT integration."*

Participant 12: *"PAJA, PFMA, Municipal Systems Act, and the PAJA."*

These responses further emphasise the multifaceted role of the PAJA within the public sector. Participant 17's remark highlights PAJA's role alongside other legislations in guiding financial management practices and providing a legal framework for IT integration, underscoring its broad applicability and importance in various aspects of governance. Similarly, Participant 12's mention of PAJA alongside other acts reinforces its significance in promoting administrative fairness and upholding the rule of law within governmental processes.

For the PAJA, there are no scholarly articles discussing its impact within the context of public sector leadership and governance in South Africa. This absence suggests a notable research gap, highlighting the need for further studies to explore PAJA's role in promoting administrative fairness, accountability, and transparency within the public sector.

In conclusion, the verbatim responses from participants underscore the critical role of the PAJA in ensuring fairness, transparency, and accountability within South Africa's public sector. PAJA's focus on procedural safeguards and principles enhances access to justice and promotes good governance by ensuring that administrative actions are lawful, reasonable, and procedurally fair. These findings reaffirm the integral role of PAJA in upholding the rule of law and promoting administrative justice within governmental structures.

5.3.1.2 Theme 2: Integration of Legislation into Public Sector Leadership

The integration of legislation into public sector leadership is vital for promoting transparency, accountability, and effective governance within governmental institutions. This theme explores various Sub-Themes related to compliance measures, adherence to legal frameworks, education and training, and IT integration, shedding light on participants' perspectives regarding the incorporation of legislative requirements into governance practices.

Participants emphasised the importance of stringent compliance measures, aligning policies with legal frameworks, fostering awareness through education and training, and integrating IT strategies with legislative requirements. Their insights underscore the multifaceted approach required to ensure seamless integration of legislation into public sector leadership, ultimately contributing to transparency, accountability, and good governance.

Sub-Theme 1: Compliance Measures

Compliance measures play a crucial role in ensuring the integration of legislation into public sector leadership. This Sub-Theme focuses on participants' perspectives regarding the importance of adhering to guidelines established by key acts such as the PFMA, MFMA, and Public Service Act to uphold transparency and accountability within the governance framework.

Participants expressed their views on the significance of stringent compliance measures in incorporating legislation into public sector leadership. Their insights shed light on the commitment to transparency, adherence to legal frameworks, and the role of regular audits and reporting structures in upholding governance standards.

Participant 4 underscores the significance of stringent compliance measures in ensuring the integration of legislation into public sector leadership. The mention of adherence to guidelines set by PFMA, MFMA, and Public Service Act highlights the commitment to transparency and accountability. Regular audits and reporting structures serve as essential mechanisms for upholding governance standards and legal frameworks within the public sector.

Participant 4: *"The seamless integration of legislation into public sector leadership is achieved through stringent compliance measures. Leaders and public servants rigorously follow PFMA,*

MFMA, and Public Service Act guidelines, ensuring transparency and accountability through regular audits and reporting structures."

The call for rigorous compliance with legislative guidelines and the adoption of transparency and accountability measures in the study supports the participant's assertion that such practices are essential for combating corruption and improving governance. This insight underlines the necessity of stringent compliance measures, including regular audits and reporting, as foundational for integrating legislation into public sector leadership.

Participant 11 echoes the sentiment regarding the importance of strict compliance measures in the incorporation of legislation into public sector leadership. The emphasis on adherence to guidelines set by PFMA, MFMA, and Public Service Act underscores the commitment to transparency and adherence to legal frameworks. Regular audits and reporting further reinforce accountability and governance standards within the public sector.

Participant 11: *"Legislation is incorporated through strict compliance measures. Public sector leaders and servants are obligated to adhere to guidelines set by the PFMA, MFMA, and Public Service Act. Regular audits and reporting ensure transparency and adherence to legal frameworks."*

Regular audits and reporting ensure transparency and adherence to legal frameworks.

Participant 13 emphasises the meticulous adherence to compliance measures as a fundamental aspect of integrating legislation into public sector leadership. By enforcing compliance and ensuring strict adherence to guidelines, the participant highlights the importance of upholding transparency and accountability within governmental structures. Regular audits and reporting structures further enhance the integrity of governance processes, reinforcing the incorporation of legislative frameworks.

Participant 13: *"Legislation is woven into the fabric of public sector leadership through meticulous adherence. Compliance measures are enforced, ensuring that leaders and public servants strictly follow the guidelines laid out in legislations like PFMA, MFMA, and Public Service Act. Regular audits and reporting structures bolster transparency and accountability, acting as cornerstones in the incorporation process."*

Participant 14 highlights the mandate for public sector leaders to adhere to stringent compliance measures in integrating legislation into governance practices. The emphasis on alignment with provisions of key acts like PFMA, MFMA, and Public Service Act underscores the commitment to legal compliance and transparency. Regular audits, reporting structures, and ethical training programs serve as essential mechanisms for ensuring seamless integration and upholding governance standards.

Participant 14: *"The incorporation of legislation into public sector leadership is achieved through stringent adherence and compliance measures. Public sector leaders are mandated to align their actions with the provisions of the PFMA, MFMA, and Public Service Act. Regular audits, reporting structures, and ethical training programs ensure seamless integration and legal compliance."*

The responses from participants underscore the critical role of compliance measures in integrating legislation into public sector leadership. They emphasise the commitment to transparency, adherence to legal frameworks, and the importance of regular audits and reporting structures in upholding governance standards. Overall, these insights highlight the multifaceted approach required to ensure seamless integration of legislative frameworks within the public sector leadership landscape.

Sub-Theme 2: Adherence to Legal Frameworks

Adherence to legal frameworks is paramount for the effective integration of legislation into public sector leadership. This Sub-Theme explores participants' perspectives on aligning policies, procedures, and practices with legal requirements established by acts such as the PFMA, MFMA, and Public Service Act.

Participants elaborated on the crucial role of legislation in shaping public sector leadership practices. They highlight the importance of ensuring alignment with legal requirements, conducting regular audits and evaluations, and implementing training programs to enhance awareness and compliance among stakeholders.

Participant 10 underscores the critical role of legislation in shaping public sector leadership practices. The mention of aligning policies and guidelines with legal requirements highlights the commitment to accountability and transparency. Regular audits and evaluations, along with

training programs, contribute to maintaining alignment with legal frameworks and ensuring awareness of rights and responsibilities among stakeholders.

Participant 10: *"The legislation plays a crucial role in how we handle public sector leadership. We make sure our policies and guidelines are in sync with the legal requirements, setting up structures to keep us accountable and transparent. Regular audits and evaluations are done to make sure we're on the right track, and we've got training programs to keep everyone aware of their rights and responsibilities under the legislation."*

Participant 10 emphasised the crucial role of legislation in public sector leadership, highlighting the alignment of policies and guidelines with legal requirements and the importance of regular audits, evaluations, and training programs. It underscores the importance of aligning practices with legal frameworks to ensure governance effectiveness. Participant 10's emphasis on accountability and transparency through compliance with legal requirements.

Participant 12 emphasises the integral role of legislation in fostering awareness and education within public sector leadership. The mention of training programs and workshops underscores the importance of enhancing understanding and compliance with legal frameworks. By guiding decision-making and fostering compliance, legislation contributes to upholding principles and governance standards within the public sector.

Participant 12: *"Legislation is integral to public sector leadership, ensuring awareness and education through training programs. Workshops and guidelines based on legislations guide decision-making, fostering compliance and upholding principles in the public sector."*

Participant 12 highlighted the critical role of legislation in fostering awareness and education within the public sector leadership framework. Participant 12 pointed out that training programs, complemented by workshops and guidelines derived from legislation, play a pivotal role in guiding decision-making processes. This emphasis on structured training and adherence to legal frameworks underscores the significance of these components for ensuring informed decision-making and compliance within the public sector. Participant 12's discussion brings to light the broader understanding that engaging in well-defined educational initiatives and closely following legal mandates are essential practices for enhancing governance and leadership effectiveness in public administration.

Participant 18 highlights the application of legislation through strict compliance measures, particularly in the realm of finance. By aligning practices with PFMA and MFMA guidelines, the participant emphasises the importance of transparency and accountability within financial governance. This approach ensures adherence to legal frameworks and upholds governance standards in financial management.

Participant 18: *"It's applied through strict compliance measures. In Finance, it means aligning practices with PFMA and MFMA guidelines, ensuring transparency and accountability."*

Participant 18 emphasised the necessity of applying strict compliance measures within the realm of finance, advocating for the alignment of practices with the guidelines set forth by the PFMA and MFMA to ensure transparency and accountability. This focus underscores the pivotal role that regulatory compliance and risk management play in maintaining the integrity of financial governance. By advocating for adherence to these specific guidelines, Participant 18 highlights how such compliance measures are crucial for establishing a framework of transparency and accountability, which is essential for the effective governance of financial activities within the public sector. This perspective reveals a comprehensive understanding of the mechanisms required to uphold high standards of governance, reflecting a broader consensus on the importance of regulatory compliance in enhancing the overall accountability and transparency of financial management practices.

Participant 20 underscores the incorporation of legislative values into various aspects of governance, including policy development, procedural frameworks, and compliance audits. By integrating values derived from legislative frameworks, the participant emphasises the commitment to upholding governance standards and ensuring transparency and accountability within the public sector. Regular compliance audits further reinforce adherence to legal requirements and governance principles.

Participant 20: *"The values are incorporated in policy development, procedural frameworks, and regular compliance audits."*

Participant 20 discussed the integration of values into policy development, procedural frameworks, and the implementation of regular compliance audits. This approach emphasises the significance of embedding core values into every layer of governance to ensure the

adherence to laws and the promotion of public safety. By focusing on the structured governance mechanisms, Participant 20 underlines the critical role that regular audits and a well-defined compliance framework play in maintaining the integrity and efficacy of public sector governance. This perspective is geared towards enhancing the accountability and transparency of leadership practices, ensuring that all actions are in line with established legal and ethical standards. Participant 20's insights reflect a broader understanding of the essential practices required for upholding a high standard of leadership and governance within the public sector, highlighting the intertwined relationship between values-based policy development, procedural rigor, and the continuous oversight of compliance measures.

Participants highlight the critical role of adherence to legal frameworks in shaping public sector leadership practices. Their insights underscore the importance of aligning policies and practices with legislative requirements, conducting regular audits and evaluations, and implementing training programs to enhance awareness and compliance. Overall, these perspectives emphasise the significance of legislative integration in promoting transparency, accountability, and effective governance within the public sector.

Sub-Theme 3: Education and Training

Education and training initiatives play a crucial role in integrating legislation into public sector leadership. This Sub-Theme explores participants' perspectives on the significance of raising awareness, fostering compliance, and upholding principles through targeted training programs and workshops based on legislative frameworks.

Participants highlighted the multifaceted approach to incorporating legislation into public sector leadership, emphasising policy development, institutional structures, and training programs. These initiatives ensure that leaders comprehend and adhere to the legal framework, fostering a culture of compliance and accountability.

Participant 7 highlights the multifaceted approach to incorporating legislation into public sector leadership. By mentioning policy development, institutional structures, and training programs, the participant underscores the comprehensive nature of integrating legislative frameworks. Training programs serve as a key component in ensuring awareness and compliance among stakeholders, contributing to a culture of adherence to legal requirements.

Participant 7: *"Legislation is incorporated in public sector leadership through policy development, institutional structures, and training programs."*

Participant 9: *"Such legislation is incorporated in the public sector leadership through adherence to legal requirements, developing policies and procedures that align with the legislation, and establishing mechanisms for accountability, transparency, and good governance."*

Participant 9's response emphasises the comprehensive approach to incorporating legislation into public sector leadership. By mentioning adherence to legal requirements, policy development, and the establishment of mechanisms for accountability and transparency, the participant underscores the multifaceted nature of governance. This approach ensures that policies and procedures align with legislative frameworks, fostering accountability and transparency within the public sector.

Participant 19: *"Ongoing training, awareness initiatives, and compliance mechanisms. Ensure leaders comprehend and adhere to the legal framework."*

Participant 19 emphasises the importance of ongoing training and awareness initiatives in ensuring compliance with the legal framework. By highlighting the need for leaders to comprehend and adhere to the legal framework, the participant underscores the role of education in promoting adherence to legislative requirements. This approach fosters a culture of compliance and accountability within public sector leadership.

Participant 21: *"Training programs are developed based on legislative requirements, ensuring that public sector employees are well-informed and compliant with relevant laws and regulations."*

Participant 21's comment emphasises the tailored approach to education and training initiatives based on legislative requirements. By developing training programs aligned with relevant laws and regulations, organisations can ensure that public sector employees are equipped with the knowledge and skills necessary to comply with legal frameworks. This proactive approach enhances awareness and fosters a culture of legal compliance within the public sector.

Insights from participants underscore the importance of education and training in promoting adherence to legislative frameworks within the public sector. By enhancing awareness and understanding among stakeholders, training programs contribute to upholding governance standards and ensuring compliance with legal requirements. Overall, education and training initiatives play a vital role in integrating legislation into public sector leadership, fostering transparency, and accountability.

Sub-Theme 4: IT Integration

Integration of information technology (IT) practices with legislative requirements is essential for effective governance within the public sector. This Sub-Theme examines participants' perspectives on the importance of aligning IT strategies with acts such as PFMA and ECTA to ensure compliance and support transparency and accountability.

Participants underscored the critical role of aligning IT strategies with legislative requirements, emphasising the need to implement secure financial systems and technology practices compliant with relevant laws and regulations. Additionally, they highlighted the proactive approach of incorporating legislative requirements into IT policies and procedures and establishing IT governance structures aligned with legal frameworks. Implementing robust cybersecurity measures and conducting regular audits were also emphasised to ensure compliance and mitigate risks.

Participant 17: "Align IT strategies with PFMA, ECTA. Implement secure financial systems compliant with PFMA. Adopt technology practices adhering to ECTA regulations."

Participant 17 underscores the critical role of aligning IT strategies with legislative requirements to support effective governance. By mentioning the alignment with acts such as PFMA and ECTA, the participant highlights the importance of ensuring compliance in IT practices. This approach ensures the implementation of secure financial systems and technology practices that adhere to regulatory standards, supporting transparency and accountability within the public sector.

Participant 22: "Incorporate legislative requirements into IT policies and procedures. Regularly update systems to ensure compliance with relevant laws and regulations."

Participant 22 emphasises the proactive approach to incorporating legislative requirements into IT policies and procedures. By regularly updating systems to ensure compliance with relevant laws and regulations, organisations can mitigate risks and maintain adherence to legal frameworks. This proactive stance supports transparency and accountability in IT practices within the public sector.

Participant 23: *"Establish IT governance structures aligned with legislative requirements. Ensure that technology initiatives comply with relevant laws and regulations."*

Participant 23 highlights the importance of establishing IT governance structures aligned with legislative requirements. By ensuring that technology initiatives comply with relevant laws and regulations, organisations can enhance transparency and accountability in IT practices. This approach fosters a culture of compliance and supports effective governance within the public sector.

Participant 24: *"Implement robust cybersecurity measures compliant with legislative standards. Regular audits and assessments ensure adherence to relevant laws and regulations."*

Participant 24 emphasises the importance of implementing robust cybersecurity measures compliant with legislative standards. By conducting regular audits and assessments, organisations can ensure adherence to relevant laws and regulations, mitigating cybersecurity risks and maintaining compliance. This proactive approach supports transparency and accountability in IT practices within the public sector.

Insights from participants highlight the crucial role of IT integration in supporting effective governance within the public sector. By aligning IT strategies with legislative requirements and implementing robust compliance measures, organisations can enhance transparency and accountability in IT practices. Proactive measures such as incorporating legislative requirements into IT policies and procedures and establishing governance structures further strengthen compliance efforts. Overall, IT integration plays a vital role in ensuring adherence to legal frameworks and promoting effective governance within the public sector.

5.3.1.3 Theme 3: Leadership Styles in the South African Public Sector

Leadership styles play a critical role in shaping organisational culture, driving change, and achieving objectives within the public sector. In the context of South Africa, various leadership styles are observed, each with its unique characteristics and implications for governance and organisational effectiveness. This theme delves into the prevalent leadership styles within the South African public sector, focusing on transformational leadership, participative leadership, and ethical leadership.

Transformational leadership emphasises inspiration, motivation, and the cultivation of a shared vision to drive positive change and achieve organisational goals. Participative leadership, on the other hand, prioritises collaboration, employee engagement, and involvement in decision-making processes to address organisational challenges collectively. Ethical leadership underscores adherence to ethical principles, transparency, and accountability in decision-making and organisational conduct.

Through participant insights and relevant scholarly research, this theme explores the prevalence, characteristics, and impacts of these leadership styles within the South African public sector. Understanding the dynamics of leadership styles is essential for fostering effective governance, promoting stakeholder engagement, and driving sustainable development in public organisations.

Sub-Theme 1: Transformational Leadership

Transformational leadership is a prevalent style observed within the South African public sector. This leadership approach emphasises inspiration, motivation, and the cultivation of a shared vision to drive positive change and achieve organisational objectives.

Participants consistently highlight transformational leadership as the dominant style within the South African public sector. This approach focuses on inspiring and motivating employees, fostering a collective vision, and promoting positive change. The emphasis on inspiration and motivation underscores the commitment to achieving organisational goals and driving continuous improvement.

Participant 1: *"The predominant leadership style in the South African public sector is often characterised by a transformational approach. This style emphasises inspiration, motivation, and a collective vision to drive positive change and achieve organisational goals."*

Participant 1 highlighted the significant role of transformational leadership within the South African public sector, focusing on how inspiration, motivation, and the cultivation of a shared vision are essential for driving positive change. This approach to leadership is characterised by its emphasis on elevating the aspirations of team members, fostering an environment that encourages innovation and collective achievement towards organisational goals. By underlining the importance of transformational leadership, Participant 1 points out the necessity for leaders in the public sector to inspire and mobilise their teams through a compelling vision, thus facilitating meaningful and sustainable change within their organisations.

Participant 2: *"The prevalent leadership style in the South African public sector is characterised by a transformative approach. This style emphasises inspiration, motivation, and a collective vision to drive positive change and attain organisational goals."*

Participant 2 reaffirmed the importance of transformational leadership within the context of driving positive change and achieving organisational goals. This emphasis on the transformative approach underscores the crucial role of inspiration and motivation in enhancing the dynamics of public organisations. By advocating for a leadership style that prioritises the empowerment and mobilization of teams towards shared objectives, Participant 2 highlights the effectiveness of transformational leadership in fostering an environment of increased openness and operational effectiveness. This perspective demonstrates a clear understanding of how transformational leadership practices contribute significantly to the advancement and success of public sector organisations by encouraging a more engaged and proactive workforce.

Participant 3: *"The prevalent leadership style in the South African public sector often reflects a transformational approach. This style emphasises inspiration, motivation, and the cultivation of a shared vision to instigate positive change and attain organisational objectives."*

Participant 3 emphasises the significance of transformational leadership, particularly its role in fostering a shared vision and catalysing positive change within organisations. This focus on

transformational leadership underlines the essential elements of inspiration and motivation as key drivers for advancing organisational goals. By advocating for a leadership approach that focuses on the collective pursuit of a unified vision, Participant 3 sheds light on the profound impact such leadership can have on enhancing the overall performance and adaptability of public sector organisations. This perspective underscores the importance of a leadership style that actively seeks to inspire and engage team members, thereby facilitating significant and constructive changes within the organisational framework.

Participant 11: *"The predominant leadership style is often characterised by a transformational approach, emphasising inspiration, motivation, and a collective vision to drive positive change and achieve organisational goals."*

Participant 11 reinforces the prevalence of transformational leadership, emphasising its role in driving positive change and achieving organisational goals through inspiration and collective vision.

Insights from participants indicate a strong prevalence of transformational leadership within the South African public sector. The emphasis on inspiration, motivation, and collective vision aligns with the overarching goal of driving positive change and achieving organisational objectives. Transformational leadership fosters an environment of innovation, employee engagement, and continuous improvement, contributing to the overall effectiveness of leadership within the public sector.

Sub-Theme 2: Participative Leadership

Participative leadership is another prominent style observed within the South African public sector. This leadership approach emphasises collaboration, employee engagement, and involvement in decision-making processes to collectively address organisational challenges.

Participants highlight participative leadership as a significant style within the South African public sector, emphasising collaboration and employee involvement in decision-making. This approach fosters a sense of ownership among employees and ensures diverse perspectives are considered, contributing to effective problem-solving and decision-making processes.

Participant 4: *"The predominant leadership style is characterised by a participative approach, fostering collaboration and employee engagement to collectively address organisational challenges."*

Participant 4 emphasises the prevalence of participative leadership, highlighting its focus on collaboration and employee engagement to address organisational challenges collectively.

Participant 15: *"The predominant leadership style is often characterised by a participative and inclusive approach. Leaders seek input from stakeholders, fostering collaboration and ensuring diverse perspectives are considered in decision-making processes."*

Participant 15 emphasises the participative and inclusive nature of leadership within the South African public sector, highlighting the importance of seeking input from stakeholders and fostering collaboration.

Participant 6: *"The predominant leadership style observed in my department within the South African public sector often aligns with a participative approach. This style emphasises collaboration, teamwork, and involvement of employees in decision-making processes."*

Participant 6 provides insights into the prevalence of participative leadership within their department, emphasising collaboration and employee involvement in decision-making processes.

Participant 10: *"In the public sector here in South Africa, our leadership style is a mix of participative and servant leadership. We believe in working together, being inclusive, and keeping our focus on serving the needs of the public and stakeholders."*

Participant 10 highlights the combination of participative and servant leadership within the South African public sector, underscoring the importance of inclusivity and serving the needs of stakeholders.

Participant 10's observations of highlighting the importance of collaboration, inclusivity, and engaging employees in decision-making processes. These aspects are fundamental to both participative and servant leadership styles. Servant leadership further emphasises the leader's

role in serving the needs of employees and stakeholders, which complements the participative approach of involving employees in decision-making to enhance organisational performance.

The insights provided by participants highlight the significant role of participative leadership within the South African public sector. This style emphasises collaboration, employee engagement, and inclusive decision-making processes, contributing to effective problem-solving and organisational effectiveness. Participative leadership fosters a culture of teamwork, ownership, and accountability, aligning with the principles of good governance and stakeholder engagement.

Sub-Theme 3: Ethical Leadership

Ethical leadership is recognised as a key component of leadership within the South African public sector. This leadership approach emphasises adherence to ethical principles, transparency, and accountability in decision-making processes and organisational conduct.

Participants acknowledge the importance of ethical leadership within the South African public sector, emphasising adherence to ethical principles and transparency in organisational conduct. This leadership style fosters trust among stakeholders, promotes integrity, and ensures accountability in governance processes.

Ethical considerations are integral to reform initiatives and the reinforcement of integrity programs within the public sector. The focus on ethical leadership aligns with the need for collaboration, inclusivity, and adherence to ethical principles as observed by Participant 19, as well as the combination of ethical leadership with transformational and participative styles mentioned by Participants 7 and 8.

Participant 7: *"The main leadership styles adopted in the public sector in South Africa include transformational, participative, and ethical leadership."*

Participant 7 recognises ethical leadership as one of the main leadership styles adopted within the South African public sector, highlighting its significance alongside transformational and participative leadership.

Participant 8: *"The main leadership style adopted in the public sector in South Africa combines elements of transformational, participative, and ethical leadership."*

Participant 8 acknowledges the combination of transformational, participative, and ethical leadership within the South African public sector, underscoring the importance of ethical principles in organisational leadership.

Participant 18: *"The prevailing style is often transformational, focusing on inspiration, motivation, and a collective vision for positive change."*

While not explicitly mentioning ethical leadership, Participant 18 highlights the emphasis on positive change and collective vision within the prevailing leadership style, suggesting alignment with ethical principles.

Participant 19: *"Participative and consultative. Collaboration, inclusivity, and adherence to ethical principles."*

Participant 19 emphasises the importance of adhering to ethical principles alongside participative and consultative leadership, highlighting the role of ethical conduct in organisational decision-making.

Participants underline the importance of ethics training and Sub-Themes of conduct in instilling ethical values in the public sector. Ethical leadership, involving the establishment of strong ethical standards and practices, is crucial for overcoming governance challenges, directly correlating with the emphasis on ethical leadership by Participants 7, 8, and 19.

Ethical leadership is recognised as a crucial component of leadership within the South African public sector, alongside transformational and participative styles. This leadership approach emphasises adherence to ethical principles, transparency, and accountability, contributing to trust-building and integrity in governance processes. Ethical leadership fosters a culture of responsible decision-making and organisational conduct, aligning with the principles of good governance and stakeholder trust.

5.3.1.4 Theme 4: Design of Leadership Style

In the South African public sector, the design of leadership styles is a critical aspect that influences organisational culture, performance, and alignment with strategic objectives. This theme explores how leadership styles are crafted, focusing on elements such as the blending of different leadership approaches, alignment with organisational goals and values, collaboration with stakeholders, and the integration of ethical principles. Understanding these facets sheds light on how leadership practices contribute to effective governance and ethical conduct within governmental organisations.

Sub-Theme 1: Blend of Transformational and Participative Leadership

The below delves into the integration of transformational and participative leadership elements in the design of leadership styles within the South African public sector. Participants highlight how this amalgamation fosters collaboration, innovation, and employee engagement, crucial for navigating the complexities of governance.

Participants emphasise the strategic blending of transformational and participative elements in leadership style design. This hybrid approach aims to stimulate collaboration, innovation, and heightened employee engagement, effectively addressing diverse stakeholder interests and organisational objectives.

Participant 1: *"The leadership style in the South African public sector is carefully designed to address the complexities of diverse stakeholder interests. It incorporates elements of both transformational and participative leadership, aiming to encourage collaboration, innovation, and high levels of employee engagement."*

Participant 1 underscores the deliberate blending of transformational and participative elements in leadership style design, aiming to promote collaboration, innovation, and employee engagement while addressing diverse stakeholder interests.

Participant 13: *"The design of the leadership style in the public sector is a nuanced blend, strategically merging transformational and participative elements. This hybrid approach aims to stimulate collaboration, innovation, and heightened employee engagement, effectively navigating the complexities of diverse stakeholder interests."*

Participant 13 highlights the strategic approach to merging transformational and participative elements in leadership style design, emphasising its role in promoting collaboration, innovation, and employee engagement while effectively managing diverse stakeholder interests.

Participant 6: *"The design of leadership styles is nuanced, incorporating elements of both participative and servant leadership. This approach aims to foster a culture of inclusivity, innovation, and employee empowerment, ensuring that diverse stakeholder interests are effectively addressed."*

Participant 6 underscores the nuanced integration of participative and servant leadership elements, emphasising inclusivity, innovation, and employee empowerment in addressing diverse stakeholder interests within the public sector.

Participant 6 discussed the nuanced design of leadership styles within the public sector, highlighting the integration of participative and servant leadership elements. This approach underlines the significance of participative management practices in cultivating a culture of inclusivity, innovation, and employee empowerment. By focusing on leadership strategies that emphasise collaboration and active involvement, Participant 6 points out how these practices are instrumental in effectively addressing the interests of a diverse set of stakeholders. This perspective showcases the essential role of a leadership model that prioritises inclusiveness and empowerment, thereby enhancing the effectiveness and responsiveness of public sector organisations to their stakeholders' needs..

Participant 14: *"The leadership style in the South African public sector is meticulously designed to navigate the complexities of diverse stakeholder interests. Combining elements of transformational and participative leadership, it aims to encourage collaboration, innovation, and a high level of employee engagement for effective governance."*

Participant 14 emphasises the meticulous design of leadership styles, integrating transformational and participative elements to promote collaboration, innovation, and employee engagement, essential for effective governance and stakeholder management.

The above illustrates how the strategic blending of transformational and participative leadership elements forms the cornerstone of leadership style design within the South African public sector. By incorporating these elements, organisations aim to foster collaboration, innovation, and employee engagement while effectively addressing the complexities of governance and stakeholder interests.

Sub-Theme 2: Alignment with Organisational Goals and Values

This alignment with organisational goals and values explores how leadership style design in the South African public sector is aligned with organisational goals, values, and the legislative framework. Participants emphasise the importance of integrating leadership approaches that promote effective governance, ethical conduct, and responsiveness to stakeholder needs.

Participants highlight the strategic alignment of leadership styles with government goals, ethical principles, and stakeholder engagement. Leadership design aims to foster a culture of accountability, transparency, and responsiveness while promoting innovation and adaptability to meet organisational objectives.

Participant 10: *"In the public sector of South Africa, our leadership approach is geared towards ensuring effective governance, citizen-centric service delivery, and ethical conduct. We adhere to principles of accountability, transparency, and responsiveness to the needs of the public. Our approach fosters open communication, teamwork, and shared decision-making among leaders and employees."*

Participant 10 emphasises the alignment of leadership style with organisational goals, stressing effective governance, citizen-centric service delivery, and ethical conduct. The approach fosters accountability, transparency, and responsiveness to stakeholder needs through open communication and teamwork.

Participant 12: *"The leadership style in South Africa's public sector is designed for effective service delivery, accountability, and transparency, emphasising ethical conduct and collaboration."*

Participant 12 emphasises the alignment of leadership style with objectives such as effective service delivery, accountability, and transparency. The focus on ethical conduct and

collaboration reflects a strategic approach to leadership design aligned with organisational goals and values.

Participant 7: *"The leadership style or approach in the public sector of South Africa is designed based on the legislative framework, organisational culture, and the specific challenges and goals of the public sector."*

Participant 7 highlights the strategic design of leadership style based on the legislative framework, organisational culture, and specific goals of the public sector. This approach ensures alignment with legal requirements, cultural norms, and organisational objectives to promote effective governance.

Participant 7 mentions that the leadership style in South Africa's public sector is designed based on the legislative framework, organisational culture, and specific challenges and goals.

Participant 8: *"The leadership style in the public sector of South Africa combines elements of transformational, participative, and ethical leadership."*

Participant 8 underscores the incorporation of transformational, participative, and ethical leadership elements in leadership style design. This integrated approach aims to align leadership practices with organisational values, promoting collaboration, innovation, and ethical conduct.

Participant 7's insights on leadership in the South African public sector highlight its design around legislative frameworks, organisational culture, and specific challenges or goals. This perspective is complemented by Participant 8's observation that leadership within the sector effectively blends elements of transformational and participative styles. Such a leadership approach is instrumental in enhancing organisational learning and entrepreneurship, aligning leadership practices closely with organisational objectives and values. This combination fosters an environment where innovation and collaborative learning are prioritised, directly contributing to the organisation's adaptability and success in meeting its goals. The emphasis on a mixed leadership model underscores the importance of flexibility, inclusivity, and strategic vision in driving organisational progress and achieving long-term objectives.

The above underscores the strategic alignment of leadership style design with organisational goals, values, and the legislative framework within the South African public sector. By integrating approaches that prioritise effective governance, ethical conduct, and stakeholder responsiveness, organisations aim to foster a culture of accountability, transparency, and innovation to achieve their objectives.

Sub-Theme 3: Collaboration and Stakeholder Engagement

This below focuses on the emphasis placed on collaboration and stakeholder engagement within the leadership style design of the South African public sector. Participants highlight the importance of involving various stakeholders, fostering teamwork, and promoting inclusivity to address organisational challenges effectively.

Participants stress the significance of collaboration, inclusivity, and stakeholder engagement in leadership style design. The approach aims to harness diverse perspectives, promote teamwork, and ensure that the needs and interests of all stakeholders are considered in decision-making processes.

The emphasis on involving a wide array of stakeholders in the design of public services is highlighted as being crucial for creating an environment that values collaboration, innovation, and employee engagement. Such an approach underscores the significance of adopting transformational, participative, and servant leadership styles within public service design. These leadership approaches are praised for their ability to incorporate diverse perspectives, ensuring that the planning and implementation of public services are inclusive and reflective of the needs of various stakeholders. This methodology aligns with Participant 3's and 6's insights regarding the importance of leadership practices that foster inclusivity and encourage collaboration at all organisational levels and with the public. By prioritising direct involvement in decision-making processes, this approach enhances innovation and employee engagement, illustrating a comprehensive strategy for engaging stakeholders and improving public sector performance.

Participant 3: *"The design of leadership style within the South African public sector is a nuanced process addressing the intricate complexities of diverse stakeholder interests. It integrates elements from both transformational and participative leadership, striving to encourage collaboration, innovation, and high levels of employee engagement."*

Participant 3 highlights the nuanced process of leadership style design, emphasising the integration of elements from both transformational and participative leadership. This approach aims to encourage collaboration, innovation, and high levels of employee engagement to address diverse stakeholder interests effectively.

Participant 6: *"The design of leadership styles is nuanced, incorporating elements of both participative and servant leadership. This approach aims to foster a culture of inclusivity, innovation, and employee empowerment, ensuring that diverse stakeholder interests are effectively addressed."*

Participant 6 emphasises the nuanced approach to leadership style design, integrating elements of both participative and servant leadership. The focus on inclusivity, innovation, and employee empowerment reflects a commitment to addressing diverse stakeholder interests effectively through collaboration and teamwork.

Participant 9: *"The leadership style or approach in the public sector of South Africa is designed based on the legislative framework, organisational culture, and the specific challenges and goals of the public sector. It aims to promote effective governance, employee engagement, and ethical behaviour."*

Participant 9 underscores the design of leadership style based on the legislative framework, organisational culture, and specific challenges and goals of the public sector. The emphasis on promoting effective governance, employee engagement, and ethical behaviour highlights the importance of collaboration and stakeholder engagement in leadership style design.

Participant 20: *"The design entails coordinating leadership philosophies with the principles of responsiveness, inclusiveness, and democracy. It is recommended that leaders prioritise stakeholder interaction, create innovation, and exhibit adaptability."*

Participant 20 emphasises the coordination of leadership philosophies with principles such as responsiveness, inclusiveness, and democracy in the design of leadership styles. Prioritising stakeholder interaction, innovation, and adaptability reflects a commitment to fostering collaboration and stakeholder engagement in addressing organisational challenges.

The above underscores the importance of collaboration and stakeholder engagement within the design of leadership styles in the South African public sector. By integrating elements of inclusivity, innovation, and employee empowerment, organisations aim to address diverse stakeholder interests effectively and promote effective governance and ethical behaviour.

Sub-Theme 4: Ethical Leadership and Integrity

The below delves into the incorporation of ethical leadership and integrity within the design of leadership styles in the South African public sector. Participants emphasise the importance of upholding ethical principles, integrity, and continuous ethics training to promote trust, accountability, and transparency.

Participants highlight the strategic integration of ethical leadership and integrity into leadership style design. This approach aims to cultivate a culture of trust, accountability, and transparency while ensuring adherence to ethical standards and principles.

Participant 8 underscores the critical role of ethical principles, including integrity, transparency, and accountability, as foundational elements of effective leadership. This emphasis points to the belief that embedding these values in leadership practices, complemented by ongoing ethics training, is essential for building and sustaining trust and credibility within an organisation. The focus on continuous ethics training suggests a proactive approach to ensuring that these ethical standards are not only established but also actively maintained over time. By advocating for such practices, Participant 8 implies that the cultivation of ethical leadership behaviours is fundamental to creating a transparent, accountable, and trustworthy organisational environment.

Participant 8: *"Our leadership style integrates ethical principles, emphasising integrity, transparency, and accountability. Continuous ethics training ensures that leaders uphold these values, fostering trust and credibility."*

Participant 8 underscores the integration of ethical principles, emphasising integrity, transparency, and accountability within the leadership style. The commitment to continuous ethics training reflects a proactive approach to upholding these values, fostering trust and credibility.

Participant 11 stresses the significance of ethical leadership, prioritising integrity, transparency, and accountability in decision-making processes, with continuous ethics training across leadership levels. Continuous ethics training is identified as a key component in developing and maintaining ethical leadership behaviours across various levels of leadership within the organisation.

Participant 11: *"Ethical leadership is paramount in our organisation. We prioritise integrity, transparency, and accountability in decision-making processes. Continuous ethics training ensures that these values are upheld across all levels of leadership."*

Participant 11 emphasises the paramount importance of ethical leadership within the organisation. The focus on integrity, transparency, and accountability underscores the commitment to ethical decision-making. Continuous ethics training plays a crucial role in reinforcing these values throughout the organisation.

Participant 16 underscores the foundation of their leadership approach on ethical principles, highlighting the critical roles of integrity, honesty, and accountability. This emphasis is paired with a commitment to ongoing ethics training as a means to uphold high ethical standards across the organisation. The assertion suggests that such continuous commitment to ethical education not only reinforces the core values of integrity and honesty but also positively impacts the organisational behaviour of team members. By maintaining a strong ethical stance, Participant 16 implies that leadership can significantly influence the broader organisational culture, encouraging a positive work environment where ethical practices are the norm and collectively contribute to the overall integrity and credibility of the organisation.

Participant 16: *"Our leadership style is anchored in ethical principles, emphasising integrity, honesty, and accountability. Continuous ethics training ensures that leaders maintain high ethical standards and act in the best interest of stakeholders."*

Participant 16 highlights the anchoring of the leadership style in ethical principles, particularly integrity, honesty, and accountability. Continuous ethics training is emphasised to ensure that leaders uphold high ethical standards and prioritise the interests of stakeholders.

Participant 21 underscores the deep embedding of ethical leadership within the organisational culture, highlighting the prioritization of integrity, honesty, and transparency. This commitment is further supported by the implementation of continuous ethics training and integrity assessments. This approach suggests a proactive strategy for cultivating an ethical organisational environment where leadership and ethics are not merely aspirational concepts but are actively practiced and reinforced through systematic training and evaluation. The emphasis on these practices points to an understanding that ethical leadership goes beyond individual attributes, extending into the very fabric of the organisational culture. Through such measures, the organisation not only upholds high ethical standards but also ensures that these values are consistently reflected in the behaviour and decisions of its leaders and members, fostering a culture of trust and integrity.

Participant 21: *"Ethical leadership is ingrained in our organisational culture. We prioritise integrity, honesty, and transparency in all our operations. Continuous ethics training and regular integrity assessments reinforce our commitment to ethical conduct."*

Participant 21 emphasises the ingrained nature of ethical leadership within the organisational culture. The prioritisation of integrity, honesty, and transparency reflects a commitment to ethical conduct. Continuous ethics training and regular integrity assessments serve to reinforce this commitment and maintain high ethical standards.

The above underscores the strategic integration of ethical leadership and integrity within the design of leadership styles in the South African public sector. By prioritising integrity, transparency, and accountability, and implementing continuous ethics training, organisations aim to foster a culture of trust and credibility while ensuring adherence to ethical standards and principles.

5.3.1.5 Theme 5: Challenges during Implementation Stage

The successful implementation of leadership strategies within the public sector is often fraught with challenges that emerge during the implementation stage. This critical phase represents the bridge between strategic planning and tangible action, where leadership initiatives encounter real-world complexities and obstacles. Theme 5 explores these challenges encountered during

the implementation stage, shedding light on the hurdles that hinder the effective execution of leadership strategies.

In this theme, we delve into two primary Sub-Themes: inadequate resource allocation and resistance to change. Inadequate resource allocation poses a significant barrier, hindering the swift execution of leadership strategies due to limited resources and funding. On the other hand, resistance to change presents a formidable challenge rooted in entrenched organisational cultures and reluctance to embrace new approaches, slowing down the adoption of innovative leadership practices.

Through the lens of participants' insights and scholarly research, Theme 5 illuminates the multifaceted nature of challenges faced during the implementation of public sector leadership. By understanding and addressing these challenges, leaders can navigate the complexities of implementation more effectively, ultimately advancing organisational goals and driving meaningful change within the public sector.

Sub-Theme 1: Inadequate Resource Allocation

Challenges during the implementation stage of public sector leadership often revolve around resource constraints, hindering effective execution. This Sub-Theme explores the pervasive issue of inadequate resource allocation and its impact on leadership strategies.

Inadequate resource allocation emerges as a significant challenge during the implementation stage, impeding the swift execution of leadership strategies. Participants highlight how limited resources hinder organisational performance and compromise the achievement of objectives.

Participant 3: "Challenges during the implementation stage of public sector leadership often revolve around resistance to change, bureaucratic impediments, and resource constraints. The vast scale and intricacies of public sector operations can impede the swift execution of leadership strategies, presenting formidable challenges."

Participant 3 underscores the formidable challenges posed by resource constraints during implementation. Limited resources hinder swift execution alongside other obstacles.

Participant 3 highlights significant challenges encountered during the implementation stage of public sector leadership, such as resistance to change, bureaucratic obstacles, and limitations in resources. This focus brings to light the intricate difficulties that arise when attempting to put leadership strategies into practice within the public sector. The discussion underscores the complexity of navigating through these hurdles to effectively implement change and improve governance. By identifying these key challenges, Participant 3 implies a need for innovative solutions and strategic approaches to overcome resistance, streamline bureaucratic processes, and optimise resource allocation. This perspective points to the necessity of adaptable leadership strategies capable of addressing and mitigating the multifaceted obstacles that can impede progress and transformation within public sector organisations.

Participant 5: *"Implementation obstacles frequently include bureaucratic roadblocks, a lack of resources, and reluctance to change. The size and complexity of public sector operations might make it more difficult to implement leadership techniques quickly."*

Participant 5 emphasises how inadequate resources contribute to implementation obstacles, slowing down the adoption of leadership techniques.

Participant 5 points out the key obstacles to implementing leadership strategies in the public sector, including bureaucratic roadblocks, resource limitations, and a general reluctance to embrace change. This emphasis on the challenges inherent in the public sector leadership landscape suggests a critical need for effective strategies to navigate these hurdles. By highlighting these specific barriers, Participant 5 implies the importance of adopting innovative approaches and tools, such as performance measurement, to address and overcome these issues. This perspective underscores the necessity for public sector leaders to develop and apply strategic measures that can effectively counteract bureaucratic inertia, optimise the use of available resources, and foster a culture of adaptability and openness to change, thereby enhancing the effectiveness and impact of leadership practices within public organisations.

Participant 16: *"Implementation challenges in the public sector encompass resistance to change, bureaucratic hurdles, and resource constraints. The vast scale and complexity of public sector operations may impede the swift execution of leadership strategies."*

Participant 16 highlights resource constraints as a significant implementation challenge, indicating the need for addressing them to ensure effective leadership execution.

Participant 12: *"Public sector leadership faces challenges during implementation, including resistance, bureaucratic hurdles, resource constraints, and political influences."*

Participant 12 identifies resource constraints as a key challenge during implementation, suggesting that addressing them is essential for overcoming obstacles.

Inadequate resource allocation presents a formidable challenge during the implementation stage of public sector leadership. Addressing resource constraints is crucial to ensure the effective execution of leadership strategies and the achievement of organisational objectives.

Sub-Theme 2: Resistance to Change

Resistance to change emerges as a significant challenge during the implementation stage of public sector leadership. This Sub-Theme explores how entrenched resistance impedes the adoption of new leadership strategies and hampers organisational progress.

Participants highlight resistance to change as a pervasive challenge, stemming from entrenched organisational cultures and reluctance to embrace new approaches. This resistance slows down the implementation process and hinders the effectiveness of leadership strategies.

Participant 1: *"Challenges during the implementation stage of public sector leadership often include resistance to change, bureaucratic hurdles, and inadequate resources. The large scale and complexity of public sector operations may hinder swift execution of leadership strategies."*

Participant 1 underscores the challenge of resistance to change, indicating how entrenched reluctance impedes the swift execution of leadership strategies.

Participant 10 outlines challenges in implementing public sector leadership, including resistance to change, bureaucratic obstacles, limited resources and funding, political interference, and the need to balance multiple and conflicting demands from stakeholders.

Participant 10: *"When implementing public sector leadership, we encounter challenges such as resistance to change from employees and stakeholders, bureaucratic obstacles, limited resources and funding, political interference, and the need to balance multiple and sometimes conflicting demands from different stakeholders. It's a complex landscape that requires strategic navigation."*

Participant 10 emphasises the challenge of resistance to change from employees and stakeholders, highlighting its complexity within the implementation landscape.

Participant 13 highlights challenges within departments and organisations, including resistance to change, shortcomings in service delivery, communication inefficiencies, the perpetual need for capacity building, and political interference.

Participant 13: *"Within departments and organisations, pervasive challenges include grappling with resistance to change, addressing shortcomings in service delivery, tackling communication inefficiencies, and a perpetual need for capacity building. The specter of political interference further complicates decision-making processes."*

Participant 13 identifies resistance to change as a pervasive challenge, requiring attention alongside other organisational issues.

Participant 19 identifies challenges such as combating corruption, promoting diversity, and adapting to technology while balancing efficiency with ethical considerations.

Participant 19: *"Combating corruption, promoting diversity, adapting to technology. Balancing efficiency with ethical considerations."*

Participant 19 highlights the need to combat resistance to change alongside other challenges such as corruption and technological adaptation, indicating its significance in the implementation stage.

Resistance to change poses a formidable challenge during the implementation stage of public sector leadership. Overcoming entrenched reluctance requires strategic approaches to foster buy-in and facilitate the adoption of new leadership strategies.

5.3.1.6 Theme 6: Root Causes of Public Sector Leadership Challenges

Theme 6 delves into the fundamental root causes underlying the challenges faced by public sector leadership, with a focus on institutional weaknesses and historical inequalities. These systemic issues form the bedrock of leadership challenges, exerting profound effects on governance, policy implementation, and socio-economic development within South Africa.

Within this theme, two primary Sub-Themes are explored: institutional weaknesses and historical inequalities, and corruption and lack of accountability. The former sheds light on how systemic flaws and historical disparities impede effective governance and sustainable economic growth, while the latter examines how corruption and accountability deficits erode public trust and distort resource allocation, hindering economic development.

Through participants' insights and scholarly research, Theme 6 elucidates the deep-rooted nature of these challenges and their detrimental impact on South Africa's public sector leadership landscape. By addressing these root causes, leaders can embark on transformative reforms to strengthen institutions, promote transparency, and advance equitable policies, ultimately fostering sustainable development and inclusive growth.

Sub-Theme 1: Institutional Weaknesses and Historical Inequalities

The below explores the root causes of public sector leadership challenges, focusing on institutional weaknesses and historical inequalities. Participants highlight how these systemic issues impede effective governance and sustainable economic development in South Africa.

Participants underscore institutional weaknesses and historical inequalities as fundamental root causes of public sector leadership challenges. These systemic issues create barriers to effective governance, hinder policy implementation, and perpetuate socio-economic disparities.

Participants 1, 3, and 5 identify systemic issues such as institutional weaknesses, historical inequalities, and insufficient checks and balances as root causes of public sector leadership challenges impacting economic development. They emphasise the importance of addressing institutional weaknesses, historical inequalities, and strengthening checks and balances for effective governance and sustainable economic growth.

Participant 1: *"The root causes of public sector leadership challenges impacting economic development include systemic issues such as institutional weaknesses, historical inequalities, and insufficient checks and balances. These challenges can hinder effective governance and sustainable economic growth."*

Participant 1 identifies institutional weaknesses and historical inequalities as root causes of leadership challenges, emphasising their impact on governance and economic growth.

Participant 3: *"The root causes of public sector leadership challenges impacting economic development in South Africa are deeply embedded in systemic issues. These include institutional weaknesses, historical inequalities, and insufficient checks and balances, all of which can impede effective governance and sustainable economic growth."*

Participant 3 highlights institutional weaknesses and historical inequalities as deeply embedded root causes of leadership challenges, indicating their role in hindering effective governance and sustainable economic growth.

Participant 5: *"Root causes include systemic issues such as institutional weaknesses, historical inequalities, and insufficient checks and balances. These challenges can hinder effective governance and sustainable economic growth."*

Participant 5 underscores institutional weaknesses and historical inequalities as root causes of challenges, suggesting their detrimental effects on governance and economic development.

Participant 9 identifies root causes of public sector leadership challenges impacting South Africa's economic development, including corruption, political instability, inadequate infrastructure, weak governance structures, skills gaps among leaders and employees, and lack of effective implementation and enforcement mechanisms.

Participant 9: *"The root causes of public sector leadership challenges impacting South Africa's economic development can include factors such as corruption, political instability, inadequate infrastructure, weak governance structures, skills gaps among leaders and employees, and lack of effective implementation and enforcement mechanisms."*

Participant 9 mentions institutional weaknesses and historical inequalities among other factors as root causes of leadership challenges, indicating their significance in hindering economic development.

Institutional weaknesses and historical inequalities emerge as fundamental root causes of public sector leadership challenges in South Africa. Addressing these systemic issues requires comprehensive reforms, including strengthening governance structures and promoting equitable policies to foster sustainable economic development.

Sub-Theme 2: Corruption and Lack of Accountability

The below examines corruption and the lack of accountability as root causes of public sector leadership challenges. Participants highlight how these issues undermine trust, distort resource allocation, and impede economic development in South Africa.

Participants emphasise corruption and the lack of accountability as root causes of public sector leadership challenges. These issues erode public trust, distort resource allocation, and hinder effective governance, thus impeding economic development.

Participant 7: *"The root causes of the public sector leadership challenges impacting South Africa's economic development can include factors such as corruption, political instability, and inadequate infrastructure."*

Participant 7 identifies corruption as a root cause of leadership challenges, suggesting its detrimental impact on economic development alongside other factors.

Participant 10: *"The fundamental causes behind the public sector leadership challenges affecting South Africa's economic development stem from historical institutional weaknesses, political instability, insufficient resource allocation, a deficit in skills development and training, corruption and unethical practices, and a disconnect between policies and implementation strategies."*

Participant 10 highlights corruption and unethical practices among other factors as fundamental causes of leadership challenges, indicating their significant impact on economic development.

Participant 13: *"Delving into the roots reveals systemic issues such as institutional fragility, historical inequalities, and a deficiency in checks and balances. These core challenges act as stumbling blocks, hindering effective governance and sustainable economic growth."*

Participant 13 mentions corruption as a systemic issue alongside other root causes, suggesting its role in hindering effective governance and sustainable economic growth.

Participant 20: *"Systemic inefficiencies, historical legacies, and deficiencies in leadership development are some of the root reasons. Problems continue because of socioeconomic inequality and inadequate attention to the problems at hand."*

Participant 20 highlights corruption among other root reasons for leadership challenges, indicating its persistence due to socioeconomic inequality and inadequate attention to addressing the underlying issues.

Corruption and the lack of accountability stand out as significant root causes of public sector leadership challenges in South Africa. Addressing these issues requires robust measures to promote transparency, strengthen accountability mechanisms, and foster a culture of integrity to advance economic development.

5.3.1.7 Theme 7: Transformation of Public Sector Leadership Challenges

Theme 7 delves into the potential transformation of public sector leadership challenges within South Africa, with a focus on comprehensive reforms and institutional strengthening. This theme underscores the importance of addressing systemic issues, promoting transparency, and fostering accountability to drive sustainable economic development.

Within this theme, the primary Sub-Theme explored is comprehensive reforms and institutional strengthening, which highlights the transformative potential of initiatives aimed at bolstering governance structures and promoting transparency and accountability. Through participants' insights and scholarly research, Theme 7 elucidates how these reforms can lead to significant improvements in public sector leadership, ultimately contributing to sustainable economic growth in South Africa.

The exploration of this theme reveals a consensus among participants regarding the necessity of transformative change through comprehensive reforms and institutional fortification. By addressing root causes such as institutional weaknesses, historical inequalities, corruption, and lack of accountability, South Africa can pave the way for sustainable development and inclusive growth. Through legislative integration, leadership style alignment, and strategic approaches to implementation challenges, transformative change becomes achievable, leading to a more resilient and effective public sector leadership landscape.

Sub-Theme 1: Comprehensive Reforms and Institutional Strengthening

The below explores how public sector leadership challenges impacting South Africa's economic development can be transformed through comprehensive reforms and institutional strengthening. Participants emphasise the importance of enhancing governance structures, promoting transparency, and fostering accountability to drive transformative change.

Participants highlight the transformative potential of comprehensive reforms and institutional strengthening in addressing public sector leadership challenges. These initiatives aim to bolster governance, enhance transparency, and promote accountability, thus fostering sustainable economic development in South Africa.

The assertion by Participants 1, 2, 8, and 14 regarding the need for comprehensive reforms and strengthening institutional frameworks is crucial for enhancing public sector leadership and economic development. This perspective highlights the importance of addressing various dimensions of inequality as a foundational step towards bolstering transparency and accountability. By focusing on these areas, there's an implication that substantial improvements in leadership effectiveness and economic progress can be achieved. The emphasis on reforming institutional structures and policies to address inequalities underlines a strategic approach to building a more robust and equitable public sector, which is seen as essential for fostering a transparent, accountable, and effective governance environment.

Participant 1: *"Public sector leadership challenges can be transformed by implementing comprehensive reforms, strengthening institutional frameworks, and promoting a culture of transparency and accountability. Additionally, targeted initiatives to address historical inequalities and promote inclusive economic policies can contribute to transformative change."*

Participant 1 underscores the transformative potential of comprehensive reforms and institutional strengthening, emphasising their role in promoting transparency and accountability for sustainable economic development.

Participant 2: *"Leadership issues in the public sector may be changed by putting comprehensive reforms into place, fortifying institutional structures, and encouraging an accountability and transparency-focused culture. Transformative transformation can also be facilitated by focused efforts to promote equitable economic policies and overcome historical injustices."*

Participant 2 highlights the transformative impact of comprehensive reforms and institutional fortification, suggesting their role in fostering an accountability-focused culture and promoting equitable economic policies to address historical injustices.

Participant 8: *"Public sector leadership challenges can be transformed by implementing comprehensive reforms, strengthening institutional frameworks, and promoting a culture of transparency and accountability. Additionally, targeted initiatives to address historical inequalities and promote inclusive economic policies can contribute to transformative change."*

Participant 8 echoes the transformative potential of comprehensive reforms and institutional strengthening, emphasising their role in promoting transparency, accountability, and inclusivity for driving economic development.

Participant 14: *"Transforming public sector leadership challenges involves comprehensive reforms, institutional strengthening, and fostering a culture of transparency and accountability. Initiatives targeting historical inequalities and promoting inclusive economic policies contribute to transformative change and sustainable economic development."*

Participant 14 emphasises the transformative nature of comprehensive reforms and institutional strengthening, suggesting their significance in fostering transparency, accountability, and inclusivity to achieve sustainable economic development.

Comprehensive reforms and institutional strengthening emerge as crucial drivers of transformation in addressing public sector leadership challenges impacting South Africa's economic development. By promoting transparency, enhancing accountability, and addressing historical inequalities, these initiatives pave the way for sustainable growth and development.

The analysis of public sector leadership challenges impacting South Africa's economic development reveals multifaceted issues rooted in institutional weaknesses, historical inequalities, and governance deficiencies. Legislative frameworks such as the PFMA, MFMA, Public Service Act, and PAJA play pivotal roles in shaping governance practices and promoting accountability and transparency within governmental structures. Integration of legislation into public sector leadership involves compliance measures, adherence to legal frameworks, education and training, and IT integration to ensure effective governance and regulatory compliance.

Leadership styles in the South African public sector predominantly include transformational, participative, and ethical leadership, aiming to drive positive change, foster collaboration, and uphold ethical principles. Designing leadership styles involves blending transformational and participative elements, aligning with organisational goals and values, promoting collaboration and stakeholder engagement, and prioritising ethical leadership and integrity.

Challenges during the implementation stage encompass inadequate resource allocation and resistance to change, hindering the effective execution of leadership strategies. Root causes of public sector leadership challenges include institutional weaknesses, historical inequalities, corruption, and lack of accountability, necessitating comprehensive reforms and institutional strengthening to address systemic issues and promote sustainable economic development.

Transformation of public sector leadership challenges requires comprehensive reforms, institutional strengthening, and fostering a culture of transparency, accountability, and integrity. By addressing root causes and integrating legislative frameworks, South Africa can overcome governance challenges and foster sustainable economic growth and development.

5.3.2 Objective 2: To critically examine the impact of public sector leadership challenges on the economic development of South Africa.

Figure 5.7 below outlines a structured exploration of how leadership challenges within South Africa's public sector can influence economic development. The central objective is to analyse this impact thoroughly, with an emphasis on four key themes.

Theme 1, "Leadership Influence," suggests a focus on the role of leadership in policy formulation and implementation, the investment and economic environment, as well as governance and regulatory frameworks. It implies that the way leaders handle these aspects can significantly affect investment attraction and the development of policies that foster growth.

Theme 2, "Economic Growth Drivers," expands on this by identifying the critical components that drive economic expansion. These include the need for robust investment strategies, the creation of policies that support economic development, and the launching of infrastructure and development projects that can lead to sustained economic growth.

In Theme 3, "Challenges and Impacts," attention is shifted to the repercussions of leadership challenges. This theme is broken down into investor confidence, policy uncertainty, and economic stagnation, suggesting that leadership deficiencies could undermine trust from investors, create uncertainty regarding policy direction, and lead to a broader economic standstill.

Lastly, Theme 4, "Symptoms and Indicators," presents the observable outcomes of these leadership challenges. It includes a lack of investor trust, a decrease in corporate competitiveness, and inefficiencies in governmental services, all of which can be indicators of deeper issues within the public sector's leadership and its approach to managing the country's economic affairs.

Overall, figure 5.7 serves as a guide for a comprehensive assessment of the critical factors and potential outcomes associated with leadership in the public sector, and how they converge to shape South Africa's economic trajectory.

Figure 5.7: Map depicting the themes and Sub-Themes derived from Objective 2



Source: Author's own

Figure 5.8 provided is a word cloud associated with the presentation of findings for Objective 2, which examines the impact of public sector leadership challenges on economic development in South Africa. The most prominent words, such as "leadership," "economic," "development," "challenges," and "public," underscore the central themes of the study. The size of each word in the cloud suggests the frequency and importance of that term in the context of the research.

Figure 5.8 highlights that leadership within the public sector is a dominant factor influencing economic outcomes. The recurring presence of words like "policy," "investment," and "growth" implies a strong connection between the actions of leaders and the nation's economic performance. Words like "challenges" and "impact" indicate a focus on the obstacles faced by public sector leadership and their subsequent effects on economic progression.

Figure 5.8, when interpreted alongside the objective, serves as a narrative bridge, emphasising the critical relationship between the efficacy of public sector leadership and the vitality of economic development within South Africa. The prominence of certain terms offers a snapshot into the study's findings, revealing that leadership quality not only directs the immediate economic conditions but also shapes the country's long-term strategic growth.

Policy formulation and implementation stand out as pivotal mechanisms through which public sector leadership exerts its influence over the nation's economic development. This Sub-Theme explores the essence of how strategic decisions, policy crafting, and their subsequent execution lay the groundwork for infrastructural development, economic initiatives, and broader societal progress. The participants' comments provide a lens into the significance of visionary leadership that not only conceives policies that are innovative and forward-looking but also ensures their practical application in shaping the country's development landscape.

Participant 17 highlights the crucial role of public sector leaders in crafting and implementing policies that directly impact the country's infrastructure development. Participant 17 suggests that leadership within the public sector is not merely administrative but actively shapes the nation's economic future through strategic decisions. Effective policy formulation is seen as a catalyst for infrastructure projects that are vital for sustainable economic growth. The participant underscores the direct link between the visionary aspects of leadership and tangible economic outcomes, implying that the quality of leadership can significantly influence the speed and direction of national development.

Participant 17: *“Influences policy formulation, infrastructure development...”*

Participant 18 points to the broader impact of effective leadership on not just policymaking but also on governance structures. It suggests that leadership quality extends beyond individual policies to encompass the overall governance model, affecting how policies are implemented, monitored, and adjusted. The emphasis on "effective leadership" implies a distinction between mere leadership and leadership that is outcome-oriented, strategic, and responsive to the needs of an emerging economy. By shaping governance, leaders set the framework within which economic activities occur, thereby influencing the efficiency and effectiveness of the public sector's contribution to economic development.

Participant 18: *“Effective leadership shapes policies, governance...”*

Participant 16's comment brings to light the pivotal role of leadership at the intersection of policy formulation and its implementation. This perspective emphasises the continuity between the creation of policies and their execution, suggesting that leadership effectiveness is tested not just in visionary planning but in the tangible realisation of those plans. The mention of an

"intersection" points to a dynamic process where leadership must navigate between aspirational goals and practical challenges. Participant 16 underscores the complexity of leadership in the public sector, where leaders are tasked with balancing innovative policy formulation with pragmatic implementation strategies, ensuring that policies are not only visionary but also actionable and impactful in promoting economic development.

Participant 16: *"The intersection is critical; effective leadership..."*

The participant's reveal a nuanced understanding of the critical role of public sector leadership in influencing economic development through policy formulation and implementation. Each participant's comment provides a unique perspective on how leadership intersects with governance and policymaking, highlighting the multifaceted challenges and opportunities that leaders face in steering the nation toward sustainable economic growth.

Sub-Theme 2: Investment and Economic Environment

The investment and economic environment are intricately linked to the quality of leadership within the public sector. This Sub-Theme delves into the nuanced understanding of how leadership's strategic foresight, integrity, and operational efficiency create a fertile ground for foreign and domestic investments. Through the perspectives shared by participants, we explore the assertion that effective leadership is instrumental in signaling stability, transparency, and a commitment to sustainable development, all of which are key determinants in attracting investment and propelling economic growth.

Participant 4's insight emphasises the transformative power of effective leadership in crafting an economic environment appealing to foreign investors. Participant 4 suggests that the ability of public sector leaders to foster a stable, transparent, and growth-oriented environment is crucial in drawing foreign investment, which is a key driver of economic development. The reference to "effective leadership" points to qualities such as strategic foresight, integrity, and the capacity to implement policies that ensure economic stability and predictability. This insight underscores the notion that beyond policy and regulatory frameworks, the perceived effectiveness and reliability of leadership can significantly impact investors' confidence and, consequently, their willingness to commit resources to an economy. Participant 4 highlights the nuanced role of leadership in signaling a commitment to sustainable development, rule of law, and efficient governance, which are essential criteria for attracting foreign investment.

Participant 4: *“Effective leadership creates an environment that attracts foreign investment...”*

Participant 1 articulates the profound impact of public sector leadership on shaping and guiding the nation's economic development strategies. This perspective views leadership not just as a facilitator but as a critical determinant of the strategic direction in which an economy grows. The emphasis on “significantly influences” indicates a belief in the strong causal relationship between the quality of leadership and the effectiveness of economic development plans. It suggests that the vision, values, and priorities set forth by leaders directly influence the crafting of strategies aimed at economic growth, including investment attraction, innovation promotion, and competitive market positioning. Participant 1 points to a comprehensive understanding of leadership’s role in integrating economic objectives with broader social and environmental goals to achieve sustainable development. Participant 1 underscores the idea that the strategic orientation and policy choices made by leaders are instrumental in defining the trajectory of economic progress and in building a resilient economic environment.

Participant 1: *“Public sector leadership significantly influences economic development strategies...”*

Participant 18 highlights the critical role of competence in leadership for economic growth, particularly through the lens of investment attraction. This viewpoint suggests that the skills, knowledge, and abilities inherent in competent leadership are key factors in creating a favourable investment climate. The focus on “competent leadership” implies a broad spectrum of qualities, including decision-making capabilities, economic acumen, and the ability to engage with and understand the needs of the investment community. Participant 18 recognises the direct link between leadership competence and the capacity to not only attract but also sustain and nurture investments in a way that contributes to long-term economic growth. It points to the nuanced understanding that attracting investments requires more than just favourable policies or tax incentives; it demands leadership that can navigate global economic trends, instill confidence among potential investors, and ensure that the investment climate remains robust against various challenges. The participant's insight underscores the importance of leadership that is not only visionary but also grounded in economic realities and capable of adapting strategies to meet evolving economic goals.

Participant 18: *“Competent leadership influences economic growth by attracting investments...”*

The above reveal the nuanced perspectives of participants on the pivotal role of public sector leadership in creating an economic environment conducive to investment. Each verbatim comment sheds light on different aspects of how leadership qualities, strategic decision-making, and competence in governance collectively influence the attractiveness of an economy to investors, underscoring the multifaceted nature of leadership’s impact on economic development.

Sub-Theme 3: Governance and Regulatory Frameworks

Governance and regulatory frameworks are the bedrock upon which the economic, social, and environmental policies of a nation rest. This Sub-Theme examines the role of public sector leadership in crafting these frameworks to ensure that they not only support economic development but also reflect the nation's values and goals. Through participants' insights, we see the emphasis on the active and intentional role leaders play in shaping governance structures and regulatory mechanisms. This involves a balancing act of fostering innovation and competition while ensuring the protection of stakeholders and the public interest, highlighting leadership's pivotal role in steering the economic system towards sustainability and resilience.

Participant 5 brings attention to the foundational role of public sector leadership in crafting the pillars of governance and regulatory systems that underpin economic development. Participant 5 highlights the intricate process of developing policies that are not only visionary but practical, governance systems that are transparent and accountable, and regulatory frameworks that balance the needs of economic growth with societal well-being. Participant 5 suggests that effective leadership is key to establishing a holistic ecosystem where policies, governance, and regulations work in tandem to create an environment conducive to sustainable economic activities. It implies a deep understanding that the strength and coherence of these frameworks are crucial for building investor confidence, fostering fair competition, and ensuring equitable distribution of economic benefits. The insight underscores the complex interplay between leadership vision, policy development, and the implementation of governance structures that can adapt and respond to an evolving economic landscape.

Participant 5: *“The development of policies, governance, and regulatory frameworks...”*

Participant 17 emphasises the transformative impact of effective leadership on the entire spectrum of policymaking, governance, and regulatory frameworks. This perspective views leadership as a driving force behind the establishment of systems and structures that ensure economic development is managed in a way that is both efficient and equitable. The use of the word "shapes" conveys the active and intentional role of leaders in molding these frameworks to reflect the nation's goals and values, suggesting that the quality of leadership directly influences the effectiveness of governance and regulatory systems. Participant 17 highlights the expectation that leaders possess not only the foresight to anticipate future challenges but also the adaptability to evolve governance and regulatory practices to meet those challenges. Participant 17 points to a comprehensive view of leadership as responsible for setting the tone and direction of economic governance, ensuring that it promotes innovation, protects stakeholders, and maintains the integrity of the economic system.

Participant 17: *“Effective leadership shapes policies, governance, and regulatory frameworks...”*

Participant 16 acknowledges the powerful influence public sector leadership holds over the formulation and implementation of economic policies and the establishment of regulatory frameworks. The phrase "wields significant influence" suggests a commanding ability to guide and direct the course of economic policy-making and regulatory practices. This insight implies that leadership goes beyond mere administration to actively shape the economic landscape through strategic policy decisions and regulatory oversight. It indicates an understanding that the effectiveness of economic policies and the robustness of regulatory frameworks are a direct reflection of leadership's vision, commitment, and capacity to govern. Participant 16 points to the critical role of leadership in ensuring that policies and regulations are not only designed to facilitate economic growth but also to safeguard the economy against risks and to ensure sustainability. This perspective highlights the expectation for leaders to be stewards of the economic system, leveraging their influence to foster a regulatory environment that encourages innovation, ensures fair competition, and protects the public interest.

Participant 16: *“It wields significant influence over economic policies and regulatory frameworks...”*

The above underline the central role of public sector leadership in developing and maintaining governance and regulatory frameworks that are foundational to sustainable economic development. Each participant's insight reflects a nuanced understanding of how leadership qualities and actions directly impact the creation of an enabling environment for economic activities, emphasising the importance of vision, strategic direction, and governance in achieving long-term economic goals.

5.3.2.2 Theme 2: Economic Growth Drivers

Economic growth in emerging economies like South Africa is propelled by a complex interplay of factors, ranging from infrastructure development to innovation and education. Within this intricate framework, the role of leadership, particularly in the public sector, emerges as a critical determinant of the trajectory and velocity of economic development. Leadership serves as the linchpin, connecting diverse growth initiatives and guiding them towards the achievement of national economic objectives. This theme, "Economic Growth Drivers," delves into how strategic leadership influences three key areas: Investment Attraction, Policy Development, and Infrastructure and Development Projects. Each of these areas reflects a different facet of how leadership can catalyse economic growth, underlining the multifaceted role leaders play in shaping the economic destiny of their countries.

Sub-Theme 1: Investment Attraction

Investment attraction is fundamental to the economic development of any country, serving as a vital source of funding for new ventures, expansion of existing businesses, and overall economic dynamism. Leadership in the public sector is instrumental in creating an environment conducive to attracting both domestic and international investments. Through strategic decisions, policy formulations, and economic reforms, leaders can build a stable, transparent, and innovative ecosystem where businesses can thrive. This segment explores insights from participants on how leadership effectiveness is crucial in drawing investments, fostering economic growth, and ensuring sustainable development.

Participant 3 underscores the pivotal role of leadership in setting the stage for economic growth by creating a conducive environment for investment. Participant 3 suggests that leadership

effectiveness is measured not just by the ability to attract financial capital but also by how it cultivates a broader ecosystem in which businesses, both local and international, can flourish. The emphasis on “fostering an environment” points to a holistic view of leadership, where strategic decisions, policy frameworks, and economic reforms work in concert to build an attractive destination for investment. This environment is characterised by stability, transparency, and innovation, where businesses are encouraged to expand, contributing to job creation, technology transfer, and sustainable economic development.

Participant 3: *“Leadership determines economic growth through its role in attracting investment, fostering an environment where businesses can thrive and expand.”*

Participant 1 draws a direct correlation between the strategic direction set by public sector leadership and the nation’s success in drawing investments. Participant 1 highlights the strategic layer of leadership in shaping economic development plans that are investment-friendly, integrating various elements such as regulatory ease, market accessibility, and competitive incentives. The reference to both “local and international investments” underscores the understanding that a balanced approach, which caters to domestic enterprises while being open to global investors, is essential for comprehensive economic growth. This perspective frames public sector leadership as a dynamic force, adept at navigating global economic trends and domestic priorities to craft strategies that enhance the nation’s appeal to a broad spectrum of investors.

Participant 1: *“Public sector leadership significantly influences economic development strategies, directly impacting the nation's ability to attract both local and international investments.”*

Participant 18’s comment focuses on the qualities of “competent leadership” as fundamental to attracting investment. It posits that the clarity of vision and policy stability are key elements that investors seek when considering long-term commitments to an economy. Competent leadership is depicted as having the foresight to anticipate future economic trends and challenges, crafting policies that are not only responsive to current conditions but are also resilient enough to withstand future uncertainties. This foresight, coupled with a stable policy environment, creates a sense of reliability and trust among investors, encouraging them to invest in the country’s growth. The participant suggests that such leadership transcends mere

administrative capabilities, embodying strategic vision, economic insight, and a commitment to sustainable development.

Participant 18: *“Competent leadership influences economic growth by attracting investments through stable policies and a clear vision for the future.”*

The above collectively highlight the critical role of public sector leadership in driving economic growth through investment attraction. By fostering a stable, transparent, and growth-conducive environment, crafting strategic economic development plans, and demonstrating competency through visionary policies, leadership in the public sector can significantly enhance a nation's attractiveness to investors. This, in turn, catalyses economic growth, creating a cycle of investment, expansion, and development that propels the nation forward.

Sub-Theme 2: Policy Development

The development of strategic and coherent policies is pivotal for guiding economic growth and ensuring the long-term sustainability of an economy. Insightful leadership is key in this process, as it directly influences the effectiveness of policies in promoting economic expansion and enhancing national competitiveness. This Sub-Theme examines the perspectives of participants on the role of leadership in policy development. It highlights how leaders' vision, understanding, and strategic planning abilities can address economic challenges, leverage opportunities, and set a course for sustainable and inclusive economic growth.

Participant 17 emphasises the importance of "insightful leadership" in the process of policy development, suggesting that the depth of understanding and foresight leaders possess directly influences the effectiveness of policies in promoting economic growth. Participant 17 points to the nuanced role of leadership in identifying long-term economic goals and crafting policies that align with these objectives while also prioritising sustainability. Insightful leadership, as highlighted by the participant, involves a balance between immediate economic gains and the long-term health of the economy, ensuring that policies do not just spur growth but do so in a manner that preserves resources and opportunities for future generations. The insight from Participant 17 suggests that such leadership is adept at navigating complex economic landscapes, anticipating challenges, and seizing opportunities in a way that positions the economy for sustainable growth.

Participant 17: *“Policy development, led by insightful leadership, is key to steering economic growth and ensuring sustainability.”*

Participant 4 underscores the critical role of effective leadership in shaping policies that enhance economic growth and national competitiveness. The emphasis on "instrumental" suggests that leadership is not a passive participant but a key driver in the policy development process, actively influencing the direction and focus of economic policies. Effective leadership, in this context, is characterised by a strategic approach to policymaking, where decisions are made not only based on current economic conditions but with an eye toward enhancing the country's competitive stance globally. This perspective implies that through targeted policies, leadership can address specific barriers to growth, foster innovation, and improve the overall business environment, thereby directly impacting the economy's capacity to grow and compete on an international scale.

Participant 4: *“Effective leadership is instrumental in the development of policies that directly impact economic growth and competitiveness.”*

Participant 16 highlights the foundational role of strategic policy development, supported by strong leadership, in securing robust economic growth. The phrase "lays the foundation" evokes the image of leadership as the architect of economic success, meticulously designing policies that serve as the bedrock for sustainable development. Participant 16 suggests that strong leadership goes beyond mere policy formulation; it involves a strategic vision that integrates various economic sectors, addresses potential growth inhibitors, and leverages strengths to maximise development outcomes. Such leadership is seen as proactive, capable of crafting a coherent economic narrative that aligns with national priorities and global trends, ensuring that policies are not only reactive but are strategically positioned to propel the economy forward.

Participant 16: *“Strategic policy development, underpinned by strong leadership, lays the foundation for robust economic growth and development.”*

Together, the participant's elucidate the critical role of leadership in the realm of policy development for economic growth. Insightful, effective, and strong leadership qualities are identified as pivotal in crafting strategic policies that not only address current economic

challenges but also set the stage for sustainable growth and competitiveness. Through their vision, foresight, and strategic planning, leaders can drive economic policies that stimulate growth, enhance competitiveness, and ensure the long-term sustainability of the economy.

Sub-Theme 3: Infrastructure and Development Projects

Infrastructure and development projects are the backbone of economic growth, providing the essential physical and institutional foundations necessary for economies to flourish. Leadership within the public sector plays a crucial role in initiating, overseeing, and driving these projects to fruition. This section delves into participant views on the significance of leadership in advancing infrastructure projects, underscoring how strategic vision, proactive engagement, and the ability to navigate through challenges can transform these initiatives into catalysts for economic development, societal progress, and investment attraction.

Participant 3 underscores the critical role of public sector leaders in both the initiation and oversight of infrastructure projects, suggesting that leadership is integral to converting these initiatives into catalysts for economic growth. Participant 3 highlights the dual responsibility of leaders not only to kickstart significant projects but also to ensure their completion and alignment with the country's economic objectives. The emphasis on "initiating and overseeing" points to a proactive and engaged leadership style, where leaders are directly involved in the life cycle of infrastructure projects, from conception through to execution. This active involvement ensures that projects are not just completed, but that they also deliver on their potential to stimulate economic activity, create jobs, and improve connectivity within the economy, thereby acting as a real catalyst for growth.

Participant 3: *“Public sector leaders play a crucial role in initiating and overseeing infrastructure and development projects that catalyse economic growth.”*

Participant 17 connects infrastructure development with visionary leadership, highlighting its role as a fundamental element of economic expansion and societal well-being. The term "cornerstone" emphasises the foundational impact of well-planned and executed infrastructure projects, which underpin broader economic and social objectives. Visionary leadership, as depicted here, involves recognising and acting upon the transformative potential of infrastructure to not only spur economic growth but also elevate living standards. It suggests that leaders with a long-term vision can effectively prioritise and deploy infrastructure projects

in a manner that addresses immediate economic needs while also laying the groundwork for future development. This perspective elevates the role of leadership beyond project management to strategic planning, ensuring that infrastructure development serves as a multifaceted tool for economic and social enhancement.

Participant 17: *“Infrastructure development, guided by visionary leadership, is a cornerstone of economic expansion and improvement of living standards.”*

Participant 18 highlights the indispensable role of public sector leadership in advancing infrastructure projects, framing these initiatives as crucial for both economic development and the attraction of investment. Participant 18 points to the leadership's role in mobilising resources, navigating bureaucratic challenges, and fostering partnerships necessary to move projects from the drawing board to reality. The emphasis on "driving infrastructure projects forward" suggests a dynamic and determined approach to leadership, where obstacles are overcome, and progress is continually pursued. This leadership quality ensures that infrastructure projects not only contribute to the immediate enhancement of economic capacity but also signal to potential investors the country's commitment to development and modernisation. Through this lens, leadership not only propels infrastructure projects but also leverages them as a strategic tool to enhance the country's attractiveness to both domestic and international investors.

Participant 18: *“Leadership in the public sector is vital for driving infrastructure projects forward, which are essential for economic development and attracting investment.”*

The above reveal the nuanced ways in which leadership within the public sector can significantly impact the development and success of infrastructure and development projects. By initiating, guiding, and driving these projects, leaders play a vital role in ensuring that infrastructure serves as a foundational element of economic growth, societal advancement, and investment attraction. Through strategic vision, proactive engagement, and dynamic execution, leadership can transform infrastructure initiatives into powerful engines of economic development.

5.3.2.3 Theme 3: Challenges and Impacts

In the intricate landscape of economic development, leadership within the public sector plays a pivotal role, not just as a guide but as a foundational pillar supporting or hindering progress. Theme 3 delves into the nuanced ways in which challenges in leadership directly impact various facets of economic health, from investor confidence to policy stability, and, to the broader economic dynamism. Each Sub-Theme within this theme explores a distinct avenue through which leadership challenges manifest, offering insights into the complex interplay between governance, economic policies, and the confidence of the investment community. The critical examination of these aspects sheds light on the profound effects that leadership deficiencies can have on a nation's economic stability and growth potential.

Sub-Theme 1: Investor Confidence

Investor confidence serves as a barometer for the economic climate, deeply influenced by the stability and clarity of leadership within the public sector. This Sub-Theme explores how leadership challenges erode this confidence, creating an atmosphere of uncertainty and risk that deters investment and stifles economic growth. The insights provided underline the importance of consistent, transparent, and effective leadership in maintaining and bolstering investor trust, which is essential for attracting investments that drive economic development.

Participant 4 emphasises the direct impact of leadership challenges on investor confidence, pointing out that uncertainty and instability are key factors that deter investment. This perspective suggests that investors are highly sensitive to the political and policy environment in which they operate. Stability and predictability are essential for making long-term investment decisions. When leadership in the public sector is marked by volatility or ambiguity, it creates an environment of risk that many investors are unwilling to navigate. Participant 4 underscores the critical role of stable and effective leadership in maintaining investor confidence, suggesting that the absence of such leadership not only deters new investments but can also lead to the withdrawal of existing investments, thereby stifling economic growth.

Participant 4: *“Challenges in public sector leadership directly lead to a decline in investor confidence, as uncertainty and instability deter investment.”*

Participant 1 broadens the discussion by highlighting the significant impact of leadership challenges on overall economic development. By undermining investor confidence, these

challenges contribute directly to economic slowdowns. This insight points to a vicious cycle where leadership inefficiencies lead to a loss of investor confidence, which in turn results in reduced investment and slower economic growth. Participant 1 implies that investor confidence is not only a reflection of current economic conditions but also an indicator of the market's trust in the government's ability to manage and guide the economy effectively. Leadership challenges that lead to policy unpredictability or a lack of coherent economic strategy can thus have a compounded negative effect on the economy, slowing development and making recovery more difficult.

Participant 1: *“The impact of public sector leadership challenges on economic development is significant, undermining investor confidence and contributing to economic slowdowns.”*

Participant 17 identifies specific aspects of leadership challenges, policy inconsistencies and a lack of strategic direction as key factors in reducing investor confidence. This viewpoint elucidates how leadership inadequacies manifest in tangible issues that affect the investment climate. Policy inconsistencies can create a landscape where rules and regulations are subject to frequent changes, making it difficult for investors to plan for the long term. Similarly, a lack of strategic direction from leadership signals to investors a potential misalignment with economic growth objectives or an inability to navigate future challenges effectively. Participant 17 highlights the necessity for coherent, consistent leadership that can offer a reliable roadmap for economic development, suggesting that without such leadership, attracting and retaining investment becomes significantly more challenging.

Participant 17: *“Leadership challenges lead to reduced investor confidence due to policy inconsistencies and lack of strategic direction.”*

Together, these participant’s underline the critical connection between public sector leadership and investor confidence. Challenges within leadership can directly impact the economic development of a country by creating an environment of uncertainty and instability, which in turn deters investment. The insights from Participants 4, 1, and 17 illuminate the mechanisms through which leadership issues can erode investor confidence, emphasising the need for stable, consistent, and visionary leadership to foster a conducive environment for investment and economic growth.

Sub-Theme 2: Policy Uncertainty

The below addresses the direct link between leadership challenges and the emergence of policy uncertainty. In an environment where leadership is inconsistent or lacks a clear direction, policy formulation becomes unpredictable, hindering long-term planning for businesses and investors alike. This Sub-Theme explores the ramifications of such uncertainty on economic stability and growth, emphasising the need for coherent and steadfast leadership in crafting policies that support economic development.

Participant 17 articulates a direct correlation between leadership challenges and policy uncertainty, emphasising their detrimental effects on economic growth and investment. Participant 17 suggests that when leadership fails to provide a clear, consistent direction, it leads to an environment where policies can shift unpredictably. Such uncertainty makes it difficult for businesses to plan for the long term, as the ground beneath their strategic and operational planning shifts too frequently. It also signals to potential investors a higher risk environment, making them more hesitant to allocate their capital. This comment highlights the cascading impact of leadership deficiencies on the broader economic landscape, where the lack of a stable policy framework directly inhibits the economy's ability to grow and attract investment.

Participant 17: *“Policy uncertainty, stemming from leadership challenges, significantly hinders economic growth and deters investment.”*

Participant 15 emphasises that policy uncertainty is a manifestation of underlying leadership challenges, affecting the stability of the business and investment environment. By framing policy uncertainty as a symptom of leadership issues, this perspective sheds light on the critical role of effective leadership in ensuring policy consistency and clarity. Participant 15 suggests that businesses and investors face significant challenges in navigating an unstable policy environment, where decision-making becomes fraught with unpredictability. This instability undermines confidence, discourages investment, and can lead to suboptimal business decisions, all of which negatively impact economic growth. The implication is that resolving leadership challenges is essential for establishing a stable policy environment that supports business operations and attracts investment.

Participant 15: *“Leadership challenges manifest as policy uncertainty, creating an unstable environment for businesses and investors.”*

Participant 1 highlights the impact of inconsistent leadership on the policy landscape, identifying it as a critical barrier to economic stability and growth. This viewpoint underscores the importance of leadership consistency for maintaining a predictable policy environment conducive to economic development. The "fluctuating policy landscape" described by the participant illustrates the challenges businesses and investors face when policies are in constant flux, making it difficult to commit to long-term investments or strategic plans. This inconsistency acts as a deterrent to both domestic and foreign investment, slowing economic growth and potentially leading to a stagnation of economic development. Participant 1 calls attention to the need for leadership that is not only consistent but also forward-looking, capable of establishing a stable policy framework that encourages growth and investment.

Participant 1: *“The fluctuating policy landscape, a result of inconsistent leadership, is a major barrier to economic stability and growth.”*

Together, the above highlight the significant role of public sector leadership in ensuring policy stability and predictability. Leadership challenges that lead to policy uncertainty create a ripple effect, hindering economic growth and deterring investment by creating an environment marked by instability and unpredictability. Addressing these leadership issues is paramount for establishing a stable policy environment that fosters confidence among businesses and investors, thereby facilitating economic stability and growth.

Sub-Theme 3: Economic Stagnation

The below examines the broader implications of leadership challenges on economic stagnation. When leadership fails to effectively address or navigate through economic challenges, it can lead to a lack of investment, innovation, and productivity, all key drivers of economic growth. This Sub-Theme delves into the ways in which leadership deficiencies act as significant barriers to progress, highlighting the crucial role of effective governance in overcoming stagnation and unlocking economic potential.

Participant 7 identifies leadership challenges as a root cause of economic stagnation, specifically pointing out the negative impact on investment and productivity. This perspective

implies that leadership issues, whether they stem from a lack of vision, ineffective decision-making, or policy inconsistency, create significant obstacles that hinder economic progress. These challenges can dissuade investors, discourage entrepreneurial activities, and slow down productivity enhancements, leading to a state where the economy fails to grow or evolve. Participant 7 highlights the critical nature of leadership in fostering an environment conducive to investment and innovation, suggesting that without overcoming these leadership challenges, the economy may remain trapped in a cycle of stagnation, unable to harness its full potential for growth and development.

Participant 7: *“Economic stagnation is a direct consequence of leadership challenges, which block progress in investment and productivity.”*

Participant 1 draws a direct line from leadership issues to economic stagnation, emphasising the deterrence of investment and innovation as key factors. This view suggests that leadership within the public sector plays a pivotal role in setting the tone and direction for the economy, and when that leadership is lacking or ineffective, it can lead to a climate of uncertainty and risk-aversion among investors and entrepreneurs. This environment stifles the flow of capital into productive ventures and discourages the pursuit of innovative projects, both of which are essential for economic growth. Participant 1 implies that addressing leadership issues is not just about improving governance but about unlocking the economic potential by removing barriers to investment and innovation, thus preventing stagnation and fostering a dynamic, growing economy.

Participant 1: *“Stagnation in economic growth can be traced back to leadership issues that deter investment and innovation.”*

Participant 15 focuses on the broader implications of leadership challenges, noting their contribution to a lack of economic dynamism and resulting stagnation.

Participant 15 underscores the idea that effective leadership is crucial for maintaining an economy's momentum and adaptability, qualities that are essential in the face of global economic changes and technological advancements. Leadership challenges, such as indecisiveness, lack of strategic focus, or resistance to change, can result in an economy that is slow to respond to opportunities and challenges, leading to missed opportunities for growth.

Participant 15 emphasises the connection between dynamic leadership and economic vitality, suggesting that overcoming leadership challenges is essential for breaking free from stagnation and embracing opportunities that can spur economic development.

Participant 15: *“Leadership challenges contribute to a lack of economic dynamism, leading to stagnation and missed opportunities for growth.”*

The participant’s collectively underscore the significant impact of leadership challenges on economic stagnation. By acting as barriers to investment, innovation, and productivity, these challenges inhibit the economy's ability to grow and adapt, leading to periods of stagnation that can have long-term negative effects on development and prosperity. Addressing leadership issues within the public sector is crucial for fostering an environment that encourages economic dynamism, attracts investment, promotes innovation, and drives growth, preventing stagnation and enabling the economy to realise its full potential.

5.3.2.4 Theme 4: Symptoms and Indicators

In examining the complexities of leadership within the public sector, particularly in the context of economic development, it becomes clear that leadership challenges have a profound and multifaceted impact on a country's economic health and governance quality. This document, which delves into the nuanced relationships between public sector leadership and economic indicators, categorises these relationships into themes and Sub-Themes. This theme illuminates the observable consequences of leadership challenges in the public sector, offering a lens through which the indirect effects on the economy can be understood and addressed.

Sub-Theme 1: Lack of Investor Trust

The erosion of investor trust stands as a critical symptom of leadership challenges, manifesting through perceived instability and unpredictability in decision-making processes. The insights from Participants 1, 17, and 15 reveal how leadership deficiencies can create an environment fraught with uncertainty, leading to a reticence among investors to commit their capital. This lack of trust is not merely a reflection of current economic conditions but a broader indictment of the governance and leadership style, underscoring the essential role of transparent, stable, and predictable leadership in fostering investor confidence and ensuring economic resilience.

Participant 1 identifies a lack of investor trust as a symptom emerging from perceived instability and unpredictability in leadership. Participant 1 points to the sensitivity of investor confidence to the quality and consistency of leadership. The use of the word "perceived" is crucial, as it suggests that even the impression of instability can be enough to shake trust, irrespective of actual performance or outcomes. Participant 1 underscores the importance of transparent, stable, and predictable decision-making processes in maintaining investor confidence. Participant 1 highlights the fact that investor trust is not just a reflection of economic fundamentals but also of the governance and leadership style, suggesting that addressing leadership challenges is essential for restoring confidence and ensuring economic resilience.

Participant 1: *“Symptoms may include a lack of investor trust, which stems from perceived instability and unpredictability in leadership decisions.”*

Participant 17 links decreased investor trust to leadership challenges, emphasising the creation of an uncertain economic climate as the core issue. This perspective delves deeper into the causal relationship, asserting that leadership challenges are not just correlated with but actively contribute to a decline in investor trust. The identification of an "uncertain economic climate" as the result of these challenges highlights the broader implications of leadership issues, affecting not just individual investment decisions but the overall investment climate. Participant 17 suggests that leadership within the public sector plays a pivotal role in shaping perceptions of economic stability and predictability, indicating that effective leadership is critical in mitigating uncertainty and bolstering investor confidence.

Participant 17: *“Symptoms include decreased investor trust, directly resulting from leadership challenges that create an uncertain economic climate.”*

Participant 15 expands on the theme of investor confidence as an indicator, pointing out that a significant lack of confidence can highlight broader issues of leadership instability. This perspective frames investor confidence as a diagnostic tool, revealing underlying problems within the economic and governance frameworks. The term "detrimental effects" emphasises the severe impact that leadership instability can have on the economic environment, suggesting that it not only affects investment decisions but also has broader implications for economic

growth and development. Participant 15 calls attention to the need for stable and consistent leadership as a foundation for a healthy economic environment, where investor confidence can thrive and support sustainable economic growth.

Participant 15: *“Indicators may encompass a dearth of investor confidence, highlighting the detrimental effects of leadership instability on the economic environment.”*

Participants illustrate the profound impact of leadership challenges on investor trust, framing it as a critical symptom of broader economic and governance issues. The loss of investor trust, driven by perceived instability and unpredictability in leadership decisions, creates a cycle of uncertainty that can hinder investment, innovation, and growth. Addressing these leadership challenges is essential for restoring investor confidence and ensuring a stable, predictable economic climate conducive to long-term development and prosperity.

Sub-Theme 2: Decline in Corporate Competitiveness

Participants 4, 17, and 15 discuss how leadership challenges contribute to a noticeable decline in corporate competitiveness, impacting market confidence and operational efficiency. This decline is attributed to leadership issues at both the national and sectoral levels that seep into the corporate environment, undermining the ability of businesses to plan effectively for the future and navigate an uncertain policy landscape. The interconnectedness of public sector leadership and the private sector's competitive edge is highlighted, indicating that addressing leadership challenges is crucial for restoring corporate competitiveness and, by extension, economic prosperity.

Participant 4 points to leadership challenges as a primary factor behind a decline in corporate competitiveness, emphasising the role of market confidence and operational efficiency. This perspective suggests that leadership issues at the national or sectoral level can seep into the corporate environment, undermining the confidence of investors, consumers, and other stakeholders in the market. A lack of clear direction and stability from leadership can lead to operational inefficiencies, as businesses may be unable to plan effectively for the future or may waste resources navigating an uncertain policy landscape. Participant 4 underlines the interconnectedness of public sector leadership and the private sector's ability to compete, indicating that solving leadership challenges is crucial for restoring corporate competitiveness

Participant 4: *“A noticeable decline in corporate competitiveness can be attributed to leadership challenges that affect market confidence and operational efficiency.”*

Participant 17 elaborates on how leadership issues directly impact corporate competitiveness through the creation of an uncertain policy environment. Participant 17 highlights the difficulty businesses face in adapting to an ever-shifting set of rules and expectations, which can stifle innovation and strategic planning. The struggle to adapt not only consumes resources but also diverts attention from core business activities, hindering companies' ability to compete both domestically and internationally. Participant 17 suggests that effective leadership is essential for providing a stable and predictable policy environment that supports business growth and innovation, underscoring the need for leadership solutions that address the root causes of policy uncertainty.

Participant 17: *“Leadership issues manifest in reduced corporate competitiveness, as businesses struggle to adapt to an uncertain policy environment.”*

Participant 15 draws a direct line from leadership challenges to diminished corporate competitiveness, with particular emphasis on the global stage. This perspective points to the broader implications of leadership issues, noting that they not only affect domestic operations but also a country's position in the international arena. The "weight of leadership challenges" is seen as a significant burden that constrains businesses' capacity for innovation and global competition. In a world where innovation is a key driver of competitiveness, the inability to innovate due to leadership-induced constraints can leave businesses and, by extension, economies at a significant disadvantage. Participant 15 calls for leadership that not only addresses immediate challenges but also fosters an environment conducive to innovation and global competitiveness.

Participant 15: *“Corporate competitiveness suffers under the weight of leadership challenges, impacting businesses' ability to innovate and compete globally.”*

The participant's collectively highlight the critical impact of leadership challenges on corporate competitiveness. The decline in competitiveness, attributed to leadership-induced market confidence erosion and operational inefficiencies, underscores the importance of addressing leadership issues. By fostering a stable, predictable, and supportive policy environment,

leadership can enable businesses to innovate, expand, and successfully compete on a global scale, thereby contributing to economic growth and development.

Sub-Theme 3: Governmental Service Inefficiencies

The efficiency of government service delivery emerges as another significant symptom of leadership challenges, as outlined by Participants 5, 17, and 1. These inefficiencies, which stem from failures in managing and overseeing government operations effectively, have broad implications for public trust, economic stability, and the overall developmental agenda. The participants point to the cascading effects of leadership challenges on social and economic development, emphasising the critical need for strong, competent leadership in ensuring the efficient operation of government services to support economic growth and maintain public confidence.

Participant 5 identifies inefficiencies in government service delivery as a clear symptom of underlying leadership challenges, pointing out the broader implications for public trust and economic stability. This perspective suggests that when public sector leadership fails to effectively manage and oversee government operations, the result is not just a decline in the quality of services but also a detrimental impact on the public's perception of government efficiency and reliability. Such inefficiencies can erode public trust, a vital component of social cohesion and economic confidence. Additionally, when government services are not delivered efficiently, it can lead to bottlenecks and barriers that directly impede economic activities, thereby undermining economic stability. Participant 5 underscores the importance of strong, competent leadership in ensuring the efficient operation of government services, which in turn supports economic growth and maintains public confidence.

Participant 5: *“Inefficiencies in delivering government services are symptomatic of leadership challenges, affecting public trust and economic stability.”*

Participant 17 draws a direct link between leadership challenges and the inefficiency of government services, further extending this relationship to affect social and economic development. This insight emphasises that inefficiencies in service delivery not only have immediate operational consequences but also long-term developmental impacts. The inefficiency of government services can stifle social development by limiting access to essential services, thereby widening inequality and affecting the most vulnerable segments of

society. Economically, such inefficiencies can deter investment, slow down business operations, and reduce the overall productivity of the economy. This perspective highlights the cascading effects of leadership challenges on the broader developmental agenda, pointing to the critical need for effective leadership to ensure the efficient delivery of government services as a foundation for social and economic progress.

Participant 17: *“Leadership challenges lead to inefficiencies in government services, which in turn impact social and economic development.”*

Participant 1 emphasises the direct consequences of leadership shortcomings on the efficiency of governmental operations, noting the significant effects on economic growth and public satisfaction. This viewpoint highlights that leadership is not just about setting directions or crafting policies but also about ensuring the effective and efficient operation of government machinery. A lack of efficiency due to leadership failures can hamper economic growth by creating barriers to doing business, reducing the effectiveness of public spending, and slowing the provision of essential services that support economic activities. Furthermore, when the public perceives the government as inefficient, it can lead to dissatisfaction and erode trust in public institutions, further destabilising the social contract. Participant 1 points to the intertwined nature of leadership effectiveness, governmental efficiency, economic growth, and public satisfaction, underscoring the need for competent leadership to overcome operational inefficiencies and support sustainable development.

Participant 1: *“A lack of efficiency in governmental operations, a direct consequence of leadership shortcomings, hampers economic growth and public satisfaction.”*

The above illustrate the profound impact of leadership challenges on the efficiency of government service delivery, with far-reaching implications for public trust, social cohesion, economic growth, and overall developmental progress. Addressing leadership deficiencies is thus critical not only for improving operational efficiency but also for fostering an environment conducive to economic and social development, thereby enhancing public satisfaction and trust in government institutions.

The insights derived from the participants underscore the intertwined nature of leadership quality in the public sector and key economic outcomes. Stability, predictability, and strategic

vision in leadership are paramount for maintaining investor confidence, ensuring policy stability, and preventing economic stagnation. Moreover, the direct correlation between leadership challenges and symptoms such as a lack of investor trust, decreased corporate competitiveness, and inefficiencies in government service delivery illustrates the critical role of effective leadership in navigating the complexities of economic development.

Addressing these leadership challenges requires a multifaceted approach, focusing on enhancing the strategic vision, consistency, and operational efficiency of public sector leadership. Strategies may include the development of clear and coherent policy frameworks, fostering a culture of innovation and adaptability, and prioritising the delivery of efficient and effective government services. Furthermore, enhancing transparency, accountability, and communication between public sector leaders and stakeholders can rebuild trust and confidence, essential for economic revitalisation.

The path to economic growth and development is significantly influenced by the quality of leadership within the public sector. As nations strive to overcome economic challenges and seize opportunities for growth, the focus on cultivating dynamic, forward-looking, and competent leadership has never been more crucial. By addressing the root causes of leadership challenges and fostering an environment of stable, efficient, and visionary governance, countries can unlock their economic potential, ensuring sustainable development and prosperity for their citizens.

5.3.3 Objective 3: To develop a leadership framework which will contribute to addressing the public sector leadership challenges and advance the economic development of South Africa.

Figure 5.9 depicted below conveys a structured analysis of Objective 3, which is to establish a leadership framework within South Africa's public sector that will aid in overcoming leadership challenges and promote economic development. This objective is dissected into five distinct themes, each examining different facets of the leadership framework.

Theme 1, "Strategies and Mechanisms," looks at the proactive measures in place, such as training and development programs, performance evaluations, and mentorship initiatives, which are crucial for leadership development. These programs are designed to enhance the skills and capabilities of leaders within the public sector, ensuring they are well-equipped to drive economic progress.

Theme 2, "Challenges and Loopholes," scrutinises the hurdles that impede effective leadership, like bureaucratic obstacles and insufficient budgetary support. Identifying and understanding these challenges is essential for refining leadership strategies and ensuring that leaders have the resources and streamlined processes needed to be effective.

Moving to Theme 3, "Design Considerations for Leadership Frameworks," the focus shifts to the attributes that should inform the construction of leadership models. Attributes such as adaptability, economic development, and stakeholder collaboration are integral to a robust framework that can withstand economic fluctuations and societal demands.

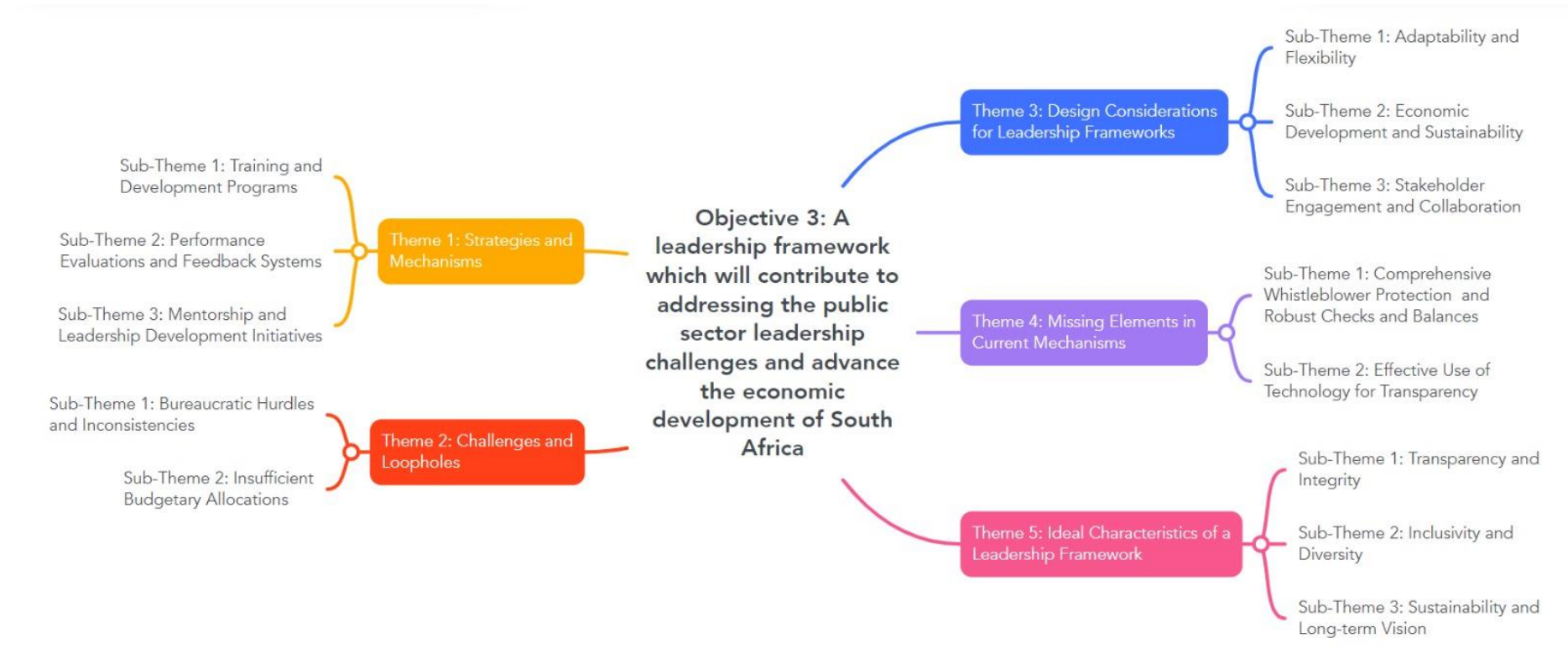
Theme 4, "Missing Elements in Current Mechanisms," identifies gaps in existing leadership structures. Addressing these gaps is vital for crafting comprehensive policies that incorporate aspects like whistleblower protection, the use of technology for transparency, and ensuring that leadership mechanisms are comprehensive and accountable.

Lastly, Theme 5, "Ideal Characteristics of a Leadership Framework," outlines the quintessential qualities of an effective leadership framework. Transparency, integrity, inclusivity, diversity, and a long-term vision are pivotal for the framework's success. These characteristics are critical

for building trust, ensuring equitable representation, and securing a sustainable future for South Africa's economic landscape.

Collectively, Figure 5.9 provides a detailed analysis of the components required to develop a successful leadership framework. It underscores the complexity of aligning leadership capabilities with economic advancement objectives in South Africa. The insights derived from each theme are instrumental in building a cohesive leadership strategy that will not only confront and overcome current leadership challenges but also laid a sturdy foundation for ongoing economic development.

Figure 5.9: Map depicting the themes and Sub-Themes derived from Objective 3



Source: Author's own

5.3.3.1 Theme 1: Strategies and Mechanisms

Within the multifaceted landscape of public sector governance, strategies and mechanisms play a pivotal role in addressing challenges and fostering effective leadership. In this discourse, we explore three distinct Sub-Themes that encapsulate essential themes in leadership development within governmental entities. These Sub-Themes highlight the significance of training and development programs, performance evaluations, feedback systems, mentorship initiatives, and transparent performance evaluation mechanisms. Through a synthesis of scholarly research and participant insights, we unravel the intricate web of strategies aimed at enhancing leadership capacities and driving organisational success within the public sector.

Sub-Theme 1: Training and Development Programs

In the realm of public sector leadership, the challenges presented by dynamic environments require innovative approaches and adaptable strategies. As various scholars and researchers delve into the intricacies of leadership development within governmental entities, a consensus emerges regarding the pivotal role of training and development programs. These initiatives not only aim to enhance the capabilities of leaders but also serve as catalysts for organisational resilience and effectiveness. Through a synthesis of contemporary literature, this discourse delves into the significance of training and development programs in bolstering leadership capacities within the public sector.

Participant 1: *“The public sector employs various strategies to address leadership challenges, including capacity building through training programs...”*

Participant 1 emphasises the importance of the public sector's utilisation of diverse strategies to tackle leadership challenges. Specifically, they highlight capacity building through training programs as a key approach. This suggests a focus on enhancing the skills, knowledge, and capabilities of leaders within the public sector through structured learning experiences. By investing in training programs, the public sector aims to equip its leaders with the necessary tools and competencies to effectively navigate complex challenges and drive organisational success.

Participant 4: *“Comprehensive training programs, mentorship opportunities, and the use of creative leadership models are all part of public sector activities...”*

Participant 4 expands on this idea by mentioning a range of initiatives employed by the public sector to address leadership challenges. In addition to comprehensive training programs, they highlight mentorship opportunities and the use of creative leadership models. This suggests a multifaceted approach that goes beyond traditional training methods. Mentorship offers personalised guidance and support, while creative leadership models encourage innovative thinking and adaptability. By incorporating these elements into their activities, the public sector aims to cultivate a diverse pool of skilled leaders capable of tackling evolving challenges.

Participant 5: *“The strategies and mechanisms includes robust training programs, leadership development initiatives...”*

Participant 5 echoes the sentiments of the previous participants by emphasising the importance of robust training programs and leadership development initiatives. They suggest that the strategies and mechanisms employed by the public sector are designed to foster the growth and advancement of leaders at various levels. This implies a systematic approach to leadership development that prioritises continuous learning and improvement. By investing in these initiatives, the public sector aims to cultivate a dynamic leadership pipeline capable of driving organisational performance and achieving strategic objectives.

In conclusion, the discourse surrounding training and development programs in the public sector underscores their indispensable role in fostering effective leadership. As governments strive for agility and innovation in their operations, investing in the development of capable leaders remains a cornerstone for achieving sustained success and resilience in the face of evolving complexities.

Sub-Theme 2: Performance Evaluations and Feedback Systems

In addressing the intricate challenges of leadership within the public sector, various mechanisms and strategies are indispensable. In this discourse, we delve into the significance of performance evaluations and feedback systems as highlighted by participants 3, 6, and 9. Through their insights, we explore how these mechanisms contribute to enhancing leadership effectiveness, promoting accountability, and fostering a culture of continuous improvement within governmental organisations.

Participant 3 highlights the importance of implementing various mechanisms within the public sector to effectively address leadership challenges. Participant 3 mentions regular assessments, performance evaluations, and adaptive policy frameworks. This suggests a structured approach to monitoring and evaluating leadership performance, as well as the flexibility to adjust policies and strategies in response to changing circumstances. By incorporating these mechanisms, the public sector aims to enhance accountability, identify areas for improvement, and promote effective leadership practices that align with organisational goals.

Participant 3: *“Mechanisms include regular assessments, performance evaluations, and adaptive policy frameworks to address leadership challenges effectively.”*

Participant 6 focuses on the implementation of performance review mechanisms and the promotion of a transparent culture within the public sector. This suggests a commitment to fostering accountability and openness in leadership practices. Performance reviews provide a formalised process for assessing individual performance and providing constructive feedback, while transparency promotes trust and integrity within the organisation. By encouraging transparency and accountability, the public sector aims to enhance leadership effectiveness and promote a culture of continuous improvement.

Participant 6: *“Implementing performance review mechanisms, encouraging a transparent culture...”*

Participant 9 echoes the sentiments of the previous participants by emphasising the importance of performance evaluations, feedback systems, and open communication within the public sector. Participant 9 suggest that these mechanisms are essential for promoting accountability, facilitating learning and development, and fostering a culture of open communication. Performance evaluations provide a structured framework for assessing leadership performance, while feedback systems enable ongoing dialogue and reflection. By fostering a culture of open communication, the public sector aims to promote collaboration, innovation, and organisational resilience in the face of leadership challenges.

Participant 9: *“Mechanisms include performance evaluations, feedback systems, and fostering a culture of open communication...”*

In conclusion, the discussions provided by participants 3, 6, and 9 underscore the critical role of performance evaluations and feedback systems in navigating leadership challenges within the public sector. By implementing structured assessment frameworks, promoting transparency, and fostering open communication, governmental organisations can cultivate a culture of accountability, learning, and adaptability. Embracing these mechanisms not only enhances leadership effectiveness but also contributes to the overall resilience and success of public sector institutions in an ever-evolving landscape.

Sub-Theme 3: Mentorship and Leadership Development Initiatives

In the realm of public sector leadership, the cultivation of effective strategies for mentorship and leadership development is essential for navigating the complexities of governance. In this discourse, we delve into the insights offered by participants 4, 7, and 8 regarding mentorship opportunities, robust training programs, and transparent performance evaluation mechanisms. These perspectives shed light on the multifaceted approaches employed by public sector entities to foster a cadre of skilled leaders capable of driving organisational success and addressing dynamic challenges.

Participant 4 emphasises the incorporation of mentorship opportunities and creative leadership models within public sector activities. This suggests a holistic approach to leadership development that goes beyond traditional training methods. Mentorship provides personalised guidance and support, allowing individuals to learn from the experiences and expertise of more seasoned professionals. Additionally, the utilisation of creative leadership models encourages innovative thinking and adaptability, essential qualities for effective leadership within the public sector. By integrating these elements into their activities, public sector organisations aim to nurture a diverse pool of skilled leaders capable of addressing complex challenges and driving organisational success.

Participant 4: “...*mentorship opportunities, and the use of creative leadership models are all part of public sector activities...*”

Participant 7 highlights the implementation of robust training programs, mentorship initiatives, and leadership development courses within the public sector. This indicates a comprehensive approach to enhancing leadership skills and capabilities. Robust training programs offer structured learning experiences to equip leaders with the necessary knowledge and skills for

their roles. Mentorship initiatives provide ongoing support and guidance, facilitating professional growth and development. Leadership development courses offer opportunities for individuals to expand their leadership competencies and refine their strategic thinking. By investing in these initiatives, public sector organisations aim to cultivate a cadre of effective leaders capable of leading with confidence and competence.

Participant 7: *“Robust training programs, mentorship initiatives, and leadership development courses are implemented to enhance the skills...”*

Participant 8 underscores the importance of leadership development programs and mentorship within the public sector. Participant 8 mention the implementation of transparent performance evaluation mechanisms, which suggests a focus on accountability and continuous improvement. Leadership development programs offer structured opportunities for individuals to enhance their leadership skills and competencies. Mentorship provides personalised guidance and support, enabling individuals to navigate challenges and capitalise on opportunities for growth. Transparent performance evaluation mechanisms ensure accountability and provide feedback for ongoing development. By employing these strategies, public sector organisations aim to cultivate a culture of leadership excellence and drive positive organisational outcomes.

Participant 8: *“The public sector employs strategies like leadership development programs and mentorship, backed by mechanisms such as transparent performance evaluation...”*

In conclusion, the perspectives shared by participants 4, 7, and 8 underscore the significance of holistic leadership development initiatives within the public sector. By incorporating mentorship opportunities, robust training programs, and transparent performance evaluation mechanisms, governmental organisations strive to nurture a culture of leadership excellence and continuous improvement. Through these concerted efforts, public sector entities not only enhance individual leadership capabilities but also fortify organisational resilience and pave the way for positive societal impact.

5.3.3.2 Theme 2: Challenges and Loopholes

Within the landscape of governmental operations, challenges and loopholes often impede the effective functioning of public sector entities. In this thematic exploration, we delve into two distinct Sub-Themes that illuminate critical obstacles within governmental systems: bureaucratic hurdles and inconsistencies, and insufficient budgetary allocations. Through the insights shared by participants 1, 3, and 4 in the first Sub-Theme, and participants 5, 6, and 8 in the second Sub-Theme, we gain a comprehensive understanding of the complexities inherent in navigating bureaucratic inefficiencies and financial constraints within the public sector. These insights underscore the imperative for governmental reform aimed at enhancing transparency, efficiency, and adaptability to ensure effective governance and responsiveness to evolving societal needs.

Sub-Theme 1: Bureaucratic Hurdles and Inconsistencies

In the realm of governmental operations, navigating bureaucratic hurdles and addressing inconsistencies within systems are pivotal for fostering effective governance. In this discussion, we explore the perspectives shared by participants 1, 3, and 4, shedding light on the challenges posed by bureaucratic inefficiencies and the lack of adaptability to evolving contexts. These insights underscore the imperative for governmental entities to recognise and address systemic weaknesses to enhance transparency, efficiency, and responsiveness within the public sector.

Participant 1 highlights the presence of loopholes and shortcomings within governmental systems, particularly focusing on inadequate enforcement of anti-corruption measures and bureaucratic hurdles. Bureaucratic hurdles refer to administrative obstacles or inefficiencies that hinder the smooth functioning of government processes. These hurdles can range from excessive red tape to complex approval procedures, which may delay decision-making and impede progress. By identifying these challenges, Participant 1 suggests a recognition of systemic weaknesses that undermine effective governance and transparency within the public sector.

Participant 1: *“Loopholes and shortcomings may include inadequate enforcement of anti-corruption measures, bureaucratic hurdles...”*

Participant 3 echoes similar sentiments by identifying bureaucratic hurdles as one of the shortcomings within governmental systems. Additionally, they point out insufficient adaptability to changing contexts as another challenge. This suggests a lack of flexibility or responsiveness within bureaucratic structures, which may hinder the government's ability to effectively address emerging issues or adapt to evolving circumstances. By highlighting these challenges, Participant 3 underscores the need for governmental entities to prioritise agility and responsiveness in their operations to better serve the needs of their constituents.

Participant 3: *“Shortcomings include bureaucratic hurdles, insufficient adaptability to changing contexts...”*

Participant 4 also emphasises bureaucratic hurdles as a significant challenge within governmental systems. They further mention the lack of alignment with emerging needs as another area of concern. This indicates a disconnect between existing government practices or policies and the evolving demands of society. Such misalignment can lead to inefficiencies, missed opportunities, and a failure to adequately address pressing issues. Participant 4's insights underscore the importance of ensuring that governmental structures and processes remain agile and responsive to societal changes to effectively meet the needs of citizens and stakeholders.

Participant 4: *“Bureaucratic hurdles, Lack of alignment with emerging needs...”*

In conclusion, the insights provided by participants 1, 3, and 4 highlight the critical need for governmental reform to address bureaucratic hurdles and inconsistencies within systems. By acknowledging the presence of these challenges, governmental entities can initiate reforms aimed at streamlining processes, enhancing adaptability, and aligning with emerging societal needs. Through concerted efforts to overcome these obstacles, governments can foster a more efficient, transparent, and responsive governance framework, ultimately better serving the needs of citizens and stakeholders alike.

Sub-Theme 2: Insufficient Budgetary Allocations

In the realm of public sector governance, the allocation of resources plays a crucial role in shaping organisational effectiveness and responsiveness. In this discussion, we explore the challenges posed by insufficient budgetary allocations within governmental systems as

identified by participants 5, 6, and 8. These insights shed light on the obstacles faced by public sector organisations in funding training initiatives, navigating bureaucratic red tape, ensuring compliance with regulations, and fostering adaptability to change. Through a synthesis of participant perspectives, we delve into the implications of inadequate financial resources and the need for comprehensive reforms to enhance organisational performance within the public sector.

Participant 5 identifies insufficient budgetary allocations as a significant challenge within the public sector, particularly in the context of training initiatives. This suggests a lack of financial resources allocated to support training programs for personnel development. Additionally, Participant 5 highlights bureaucratic red tape and challenges in enforcement as further obstacles. Bureaucratic red tape refers to excessive administrative procedures or regulations that hinder the efficient allocation of resources and decision-making processes within government agencies. Challenges in enforcement imply difficulties in implementing and ensuring compliance with regulations and policies. Overall, Participant 5 underscores the importance of adequate financial resources, streamlined bureaucratic processes, and effective enforcement mechanisms to overcome these challenges and enhance organisational performance within the public sector.

Participant 5: *“There is insufficient budgetary allocations for training, bureaucratic red tape, and challenges in enforcement...”*

Participant 6 echoes similar sentiments by identifying insufficient enforcement of accountability measures and bureaucratic resistance to change as loopholes within governmental systems. Insufficient enforcement of accountability measures suggests a failure to hold individuals or entities responsible for their actions or decisions, which can undermine transparency and integrity within the public sector. Bureaucratic resistance to change indicates a reluctance or opposition from bureaucratic structures to adopt new practices or reforms, hindering organisational adaptability and innovation. Participant 6's insights highlight the need for strengthened accountability mechanisms and a culture of openness and adaptability to address these loopholes and promote effective governance.

Participant 6: *“Loopholes include insufficient enforcement of accountability measures, bureaucratic resistance to change...”*

Participant 8 also identifies loopholes within governmental systems, including inadequate enforcement of accountability measures, slow adaptation to change, and limited resources for training. Inadequate enforcement of accountability measures echoes the concerns raised by Participant 6, emphasising the importance of holding individuals accountable for their actions to uphold transparency and integrity. Slow adaptation to change suggests a lack of agility or responsiveness within governmental structures, which can impede progress and hinder the effective implementation of reforms or initiatives. Limited resources for training further underscore the challenges associated with insufficient budgetary allocations, limiting the capacity of public sector organisations to invest in personnel development and skills enhancement. Participant 8's insights underscore the need for comprehensive reforms to address these loopholes and ensure the efficient utilisation of resources to drive organisational effectiveness and responsiveness within the public sector.

Participant 8: *“Loopholes may include inadequate enforcement of accountability measures, slow adaptation to change, and limited resources for training.”*

In conclusion, the insights provided by participants 5, 6, and 8 underscore the critical challenges posed by insufficient budgetary allocations within the public sector. From hindering training initiatives to impeding organisational adaptability and enforcement mechanisms, inadequate financial resources have far-reaching implications for governmental effectiveness and responsiveness. Addressing these challenges requires concerted efforts to streamline bureaucratic processes, strengthen accountability mechanisms, and prioritise resource allocation for personnel development. By investing in these areas, public sector organisations can overcome loopholes, enhance organisational resilience, and drive positive outcomes for citizens and stakeholders alike.

5.3.3.3 Theme 3: Design Considerations for Leadership Frameworks

In the realm of leadership and governance, ethical leadership and accountability serve as foundational principles essential for fostering trust, integrity, and effectiveness within organisations and societies. Ethical leadership involves making decisions and taking actions guided by moral principles, fairness, and integrity, while accountability entails taking

responsibility for one's actions and decisions. This discussion explores the insights shared by participants regarding the importance of ethical leadership and accountability within leadership frameworks. Through a synthesis of participant perspectives, we delve into the multifaceted aspects of ethical leadership, the significance of fostering a culture of accountability, and the implications for driving positive organisational outcomes and societal impacts. From promoting integrity and transparency to upholding ethical standards and ensuring accountability mechanisms, these insights shed light on the critical role of ethical leadership and accountability in shaping effective governance and organisational practices.

Sub-Theme 1: Adaptability and Flexibility

In the ever-evolving landscape of leadership within the public sector, the imperative for adaptability and flexibility stands paramount. As governmental entities grapple with complex challenges and dynamic environments, leaders must possess the agility to navigate uncertainties, embrace change, and drive positive outcomes. This discussion delves into the insights offered by participants 1, 6, and 12, shedding light on the significance of adaptability and flexibility within leadership frameworks. From adaptive governance to prioritising responsiveness in economic contexts and addressing the unique demands of emerging economies, these perspectives underscore the critical role of adaptability in shaping effective leadership strategies within the public sector.

Participant 1 emphasises the importance of adaptability and flexibility within leadership frameworks by highlighting key components such as adaptive governance, inclusive decision-making, and strategic planning. Adaptive governance involves the ability of leaders to respond effectively to changing circumstances and uncertainties, adjusting policies and strategies as needed to address emerging challenges. Inclusive decision-making ensures that diverse perspectives are considered in the decision-making process, fostering collaboration and buy-in from stakeholders. Strategic planning involves setting clear goals and objectives while remaining flexible enough to adapt to evolving circumstances. Participant 1's insights suggest a holistic approach to leadership that prioritises agility and responsiveness, essential qualities for navigating complex and dynamic environments within the public sector.

Participant 1: *“adaptive governance, inclusive decision-making, strategic planning...”*

Participant 6 underscores the need for leadership to prioritise adaptability in the face of dynamic economic conditions. This highlights the recognition that economic landscapes are subject to rapid changes, requiring leaders to be nimble and responsive to shifting market trends, technological advancements, and global uncertainties. Leaders who prioritise adaptability are better equipped to seize opportunities, mitigate risks, and steer organisations towards sustainable growth and success in volatile economic environments. Participant 6's perspective emphasises the critical role of adaptability as a cornerstone of effective leadership within the context of economic dynamics.

Participant 6: *“Leadership should prioritise adaptability to dynamic economic conditions...”*

Participant 12 focuses on the specific context of emerging economies, advocating for leadership frameworks that prioritise adaptability, innovation, and inclusivity. In emerging economies, rapid socioeconomic transformations and technological disruptions necessitate leaders who can navigate ambiguity and drive positive change. Prioritising adaptability enables leaders to respond proactively to evolving market dynamics and emerging opportunities. Innovation fosters creativity and problem-solving skills, essential for driving growth and competitiveness in emerging markets. Inclusivity ensures that diverse voices are heard and valued, promoting social cohesion and sustainable development. Participant 12's insights highlight the unique challenges and opportunities faced by leaders in emerging economies, emphasising the importance of adaptability, innovation, and inclusivity in shaping effective leadership frameworks.

Participant 12: *“In emerging economies, leadership should prioritise adaptability, innovation, and inclusivity...”*

The insights provided by participants 1, 6, and 12 underscore the indispensable importance of adaptability and flexibility within leadership frameworks in the public sector. From adaptive governance to responsiveness in economic contexts and addressing the demands of emerging economies, these perspectives collectively highlight the critical role of adaptability in navigating complexities and driving positive outcomes. As governmental entities strive to meet the evolving needs of constituents and stakeholders, embracing a holistic approach to leadership that prioritises agility, inclusivity, and innovation remains paramount. By fostering

a culture of adaptability and flexibility, leaders can navigate uncertainties, seize opportunities, and steer organisations towards resilience and success in an ever-changing world.

Sub-Theme 2: Economic Development and Sustainability

In the realm of leadership and governance, the intersection of economic development and sustainability presents a critical challenge and opportunity for leaders worldwide. In this discussion, we delve into the perspectives shared by participants 3, 7, and 14, focusing on the importance of prioritising sustainable development within leadership frameworks. These insights shed light on the multifaceted aspects of sustainability, ranging from inclusivity and innovation to collaborative decision-making, and underscore its paramount significance in driving positive change and fostering resilience within communities and organisations. Through a synthesis of participant perspectives, we explore the interconnectedness of economic development and sustainability, highlighting their pivotal role in shaping the future trajectory of societies and economies worldwide.

Participant 3 emphasises the importance of focusing on sustainable development within leadership frameworks, particularly highlighting its significance in emerging economies. Participant 3 advocates for leadership priorities that include inclusivity, innovation, and responsiveness to socio-economic dynamics. This perspective underscores the recognition that sustainable development is essential for long-term prosperity and resilience, especially in regions experiencing rapid growth and transformation. Prioritising inclusivity ensures that diverse voices are heard and valued, fostering social cohesion and equitable progress. Innovation is seen as critical for addressing complex challenges and seizing opportunities in dynamic socio-economic contexts. Additionally, responsiveness to socio-economic dynamics enables leaders to adapt policies and strategies to meet evolving needs and capitalise on emerging trends. Participant 3's insights reflect a holistic approach to leadership that integrates sustainability principles with inclusive and innovative practices, essential for driving positive change and fostering sustainable development in emerging economies.

Participant 3: *"...focus on sustainable development. In emerging economies, leadership should prioritise inclusivity, innovation, and responsiveness to socio-economic dynamics."*

Participant 7 also emphasises the importance of focusing on sustainable development and highlights collaborative decision-making and innovation as key components. Participant 7

suggest that sustainable development requires collective efforts and collaboration among stakeholders to address complex challenges effectively. Collaborative decision-making fosters ownership and accountability, ensuring that decisions align with shared goals and values. Innovation is seen as instrumental in finding creative solutions to sustainability challenges and driving progress towards sustainable development goals. Participant 7's perspective underscores the interconnectedness of sustainability, collaboration, and innovation, emphasising their role in shaping resilient and prosperous communities and organisations.

Participant 7: “...*focus on sustainable development are paramount. Collaborative decision-making, innovation...*”

Participant 14 also stresses the importance of prioritising sustainable development within leadership frameworks. Participant 14 emphasis on sustainability suggests a recognition of the need to balance economic growth with environmental conservation and social equity. Prioritising sustainable development involves adopting policies and practices that promote long-term well-being while minimising negative impacts on the environment and society. By integrating sustainability principles into decision-making processes and resource allocation, leaders can contribute to building resilient and thriving communities. Participant 14's perspective underscores the imperative for leaders to prioritise sustainability as a guiding principle, essential for addressing global challenges and securing a sustainable future for generations to come.

Participant 14: “... *Prioritising sustainable development...*”

Overall, the insights provided by participants 3, 7, and 14 underscore the critical importance of prioritising sustainable development within leadership frameworks. From inclusivity and innovation to collaborative decision-making, these perspectives highlight the multifaceted nature of sustainability and its significance in driving positive change and fostering resilience. As leaders navigate complex socio-economic dynamics and global challenges, embracing sustainability principles becomes increasingly essential for building thriving and equitable communities and organisations.

Sub-Theme 3: Stakeholder Engagement and Collaboration

In the realm of effective leadership, stakeholder engagement and collaboration play pivotal roles in driving positive outcomes and fostering resilience within organisations and communities. In this discussion, we delve into the insights provided by participants 5, 9, and 13, focusing on the significance of stakeholder engagement and collaboration within leadership frameworks.

Participant 5 emphasises the importance of stakeholder engagement and collaboration within leadership frameworks by highlighting the need for fostering collaboration with the private sector. Participant 5 advocate for implementing policies that encourage entrepreneurship and sustainable development, recognising the value of leveraging partnerships with businesses to drive economic growth and address societal challenges. By engaging stakeholders from diverse sectors, including the private sector, leaders can harness collective expertise, resources, and perspectives to develop innovative solutions and advance sustainable development goals. Participant 5's perspective underscores the importance of collaborative approaches in achieving shared objectives and creating positive impacts at both the economic and societal levels.

Participant 5: *"...fostering collaboration with the private sector and implementing policies that encourage entrepreneurship and sustainable development."*

Participant 9 underscores the significance of stakeholder engagement and collaboration by highlighting considerations that involve promoting adaptability, fostering innovation, and emphasising ethical leadership. Participant 9 advocate for leadership frameworks that prioritise responsiveness to changing circumstances, fostering a culture of innovation, and upholding ethical standards in decision-making and interactions with stakeholders. By engaging stakeholders in meaningful dialogue and collaboration, leaders can adapt to evolving challenges, drive innovation, and build trust and credibility within their organisations and communities. Participant 9's perspective emphasises the importance of stakeholder engagement as a cornerstone of effective leadership, essential for driving positive change and fostering organisational resilience.

Participant 9: *"...Considerations should involve promoting adaptability, fostering innovation, and emphasising ethical leadership."*

Participant 13 also underscores the importance of stakeholder engagement and collaboration within leadership frameworks. Participant 13 highlight the need for ethical choices and partnerships with businesses, emphasising the importance of cutting through bureaucratic red tape to facilitate effective collaboration and decision-making processes. By prioritising ethical considerations and fostering partnerships with businesses, leaders can promote transparency, integrity, and accountability while leveraging external expertise and resources to address complex challenges. Participant 13's perspective highlights the role of stakeholder engagement and collaboration in overcoming obstacles and driving collective action towards shared goals and objectives.

Participant 13: *“We're talking ethical choices, partnerships with businesses, and cutting through the red tape...”*

Overall, the insights provided by participants 5, 9, and 13 underscore the critical importance of stakeholder engagement and collaboration within leadership frameworks. From fostering collaboration with the private sector to promoting adaptability, innovation, and ethical leadership, these perspectives highlight the multifaceted nature of stakeholder engagement and its pivotal role in driving positive outcomes and fostering resilience within organisations and communities. As leaders navigate complex challenges and opportunities, embracing collaborative approaches becomes increasingly essential for achieving shared objectives and creating sustainable impacts.

5.3.3.4 Theme 4: Missing Elements in Current Mechanisms

Theme 4 delves into the critical gaps and deficiencies present within current governance mechanisms, shedding light on areas where reforms and enhancements are urgently needed. In the ever-evolving landscape of governance, identifying and addressing these missing elements is essential for building more transparent, accountable, and inclusive governance structures. Participants in this theme offer valuable insights into the pressing needs for improvements, highlighting the importance of whistleblower protection, robust checks and balances, diversity in leadership, citizen engagement, technology integration, and a culture of continuous learning. By addressing these gaps, stakeholders can work towards strengthening governance frameworks and fostering trust, integrity, and effectiveness in public institutions. As we explore

the perspectives of participants, we gain a deeper understanding of the challenges and opportunities for reform within the governance landscape, paving the way for more equitable and resilient governance systems.

Sub-Theme 1: Comprehensive Whistleblower Protection and Robust Checks and Balances

In the modern landscape of governance, the call for reforms and enhancements to existing frameworks has become increasingly loud and clear. Stakeholders from various sectors are voicing their concerns and suggestions for creating more transparent, accountable, and inclusive governance structures. The dialogue surrounding these issues is rich with insight and sheds light on the multifaceted challenges and potential solutions that lie ahead. Among these voices, Participants 4, 7, and 13 provide compelling arguments for the critical areas in need of improvement within current governance mechanisms.

Participant 4 highlights the absence of comprehensive whistleblower protection mechanisms as a significant gap in current governance frameworks. Whistleblower protection mechanisms are essential for safeguarding individuals who report misconduct or unethical behaviour within organisations. Without adequate protection, whistleblowers may face retaliation or reprisals, discouraging others from speaking up and exposing wrongdoing. Robust checks and balances are also emphasised by Participant 4, indicating the need for effective oversight mechanisms to prevent abuse of power and ensure accountability within government institutions. Additionally, initiatives to ensure diversity in leadership are identified as another notable gap. Diversity in leadership promotes different perspectives and approaches, leading to more informed decision-making and better outcomes for all stakeholders. Participant 4's insights underscore the importance of addressing these gaps to strengthen transparency, accountability, and inclusivity within governance structures.

Participant 4: “...*robust checks and balances, and initiatives to ensure diversity in leadership are notable gaps.*”

Participant 7 echoes similar sentiments by identifying robust checks and balances as essential elements missing from current governance mechanisms. Robust checks and balances help prevent the concentration of power and mitigate the risk of corruption or abuse of authority. Furthermore, meaningful citizen engagement is highlighted as another missing element.

Meaningful citizen engagement fosters transparency, accountability, and trust between government institutions and the public, enhancing democratic governance and decision-making processes. Resistance to political interference is also emphasised, indicating the need for independence and autonomy in governmental operations to uphold the rule of law and ensure impartiality in decision-making. Participant 7's perspective underscores the importance of reinforcing governance mechanisms to protect against undue influence and promote integrity and accountability.

Participant 7: *“Elements such as robust checks and balances, meaningful citizen engagement...”*

Participant 13 identifies several absent elements in current governance mechanisms, including insufficient emphasis on diversity and inclusion. Diversity and inclusion are essential for ensuring fair representation and addressing systemic biases within organisations and decision-making processes. Limited technology integration is also noted as a gap, highlighting the need for leveraging technology to enhance transparency, efficiency, and accessibility in governance practices. Additionally, gaps in fostering a culture of continuous learning are mentioned, suggesting the need for ongoing professional development and capacity-building initiatives to improve organisational effectiveness and responsiveness. Participant 13's insights emphasise the importance of addressing these gaps to promote accountability, innovation, and inclusivity within governance frameworks.

Participant 13: *“Absent elements include insufficient emphasis on diversity and inclusion, limited technology integration, and gaps in fostering a culture of continuous learning.”*

In conclusion, the insights provided by Participants 4, 7, and 13 offer a comprehensive overview of the pressing needs within current governance frameworks. Their perspectives underscore the importance of whistleblower protection, robust checks and balances, diversity in leadership, citizen engagement, technology integration, and a culture of learning as pivotal elements for reform. Addressing these gaps is essential for building governance structures that are transparent, accountable, and inclusive, ultimately leading to better outcomes for all stakeholders involved. As we move forward, it is crucial to keep these considerations at the forefront of governance reforms to ensure a more just and equitable society.

Sub-Theme 2: Effective Use of Technology for Transparency

In an era marked by technological advancement, the integration of technology has become increasingly important in governance and leadership development. This theme delves into the perspectives shared by participants regarding the effective use of technology for transparency initiatives and leadership development programs. From highlighting gaps in technology integration for transparency to addressing challenges in adopting emerging technologies for leadership development, the discussions shed light on the pivotal role of technology in shaping governance practices and nurturing future leaders.

Participant 1 highlights the insufficient integration of technology for transparency as a notable issue within current governance mechanisms. Technology plays a crucial role in enhancing transparency by providing access to information, facilitating communication, and enabling oversight mechanisms. However, Participant 1 suggests that current mechanisms may not fully leverage technology's potential to promote transparency effectively. Strengthening the integration of technology in transparency-related processes, such as public access to government data, online disclosure of financial information, and digital platforms for citizen engagement, can enhance the effectiveness of governance mechanisms. By harnessing technology, governments can improve accountability, foster trust, and empower citizens to participate in decision-making processes more actively.

Participant 1: *"...insufficient integration of technology for transparency. Strengthening these aspects in the mechanisms can enhance their effectiveness..."*

Participant 14 addresses challenges in integrating emerging technologies into leadership development programs. Leadership development programs are essential for nurturing the skills and capabilities of future leaders and promoting effective governance. However, Participant 14 suggests that the adoption of emerging technologies within these programs may face obstacles. These challenges could include limitations in access to technology, resistance to change from traditional leadership development approaches, or insufficient expertise in implementing new technological tools. Overcoming these challenges and effectively integrating emerging technologies into leadership development programs is crucial for ensuring that future leaders are equipped with the skills and knowledge needed to navigate increasingly complex and technology-driven environments.

Participant 14: “*Challenges in integrating emerging technologies into leadership development programs.*”

The insights provided by participants underscore the transformative potential of technology in promoting transparency and enhancing leadership development. Participant 1 emphasises the need to strengthen the integration of technology within governance mechanisms to improve transparency and accountability. Similarly, Participant 14 discusses the challenges hindering the adoption of emerging technologies in leadership development programs, highlighting the importance of overcoming these obstacles to equip future leaders with the necessary skills for success. By addressing these challenges and harnessing the power of technology, governments can foster greater transparency, accountability, and innovation, while also nurturing a new generation of leaders capable of navigating the complexities of the digital age.

5.3.3.5 Theme 5: Ideal Characteristics of a Leadership Framework

Within the realm of governance and leadership, crafting an effective framework is essential for driving progress, fostering trust, and achieving sustainable development goals. Theme 5 delves into the ideal characteristics that underpin such frameworks, focusing on transparency, integrity, inclusivity, diversity, sustainability, and long-term vision. These principles serve as guiding pillars for leaders as they navigate the complexities of governance, particularly within the unique context of South Africa's governance landscape.

In this theme, an exploration on the perspectives of various participants who provide invaluable insights into the fundamental principles that should shape leadership frameworks. From advocating for transparent decision-making processes to emphasising the importance of ethical conduct and sustainability, these discussions offer a comprehensive understanding of the essential elements that contribute to effective governance and leadership. By prioritising these ideal characteristics, leaders can foster trust, promote equity, and drive positive change within South Africa and beyond.

Sub-Theme 1: Transparency and Integrity

Transparency and integrity are foundational principles that underpin effective leadership frameworks, particularly within the context of South Africa's governance landscape. In this discussion, an exploration into the perspectives of participants 1, 4, and 9, who emphasise the

critical importance of transparency, integrity, and accountability in shaping an ideal leadership framework for South Africa. These participants shed light on the significance of fostering ethical behaviour, promoting openness in decision-making processes, and engaging diverse stakeholders to build trust and enhance public confidence in governance institutions.

Participant 1 emphasises the significance of integrity, accountability, and inclusivity within an effective leadership framework for South Africa. Integrity implies honesty, ethical behaviour, and adherence to moral principles in decision-making and actions. Prioritising integrity ensures that leaders act in the best interests of the public, maintain trust, and uphold ethical standards. Participant 1's perspective underscores the importance of foundational values such as integrity and accountability in shaping a leadership framework that fosters transparency and trust within the public sector.

Participant 1: *“An effective leadership framework for South Africa should prioritise integrity, accountability, and inclusivity.”*

Participant 4 highlights the essential elements of transparency and accountability within a leadership framework. Transparent decision-making processes involve openness, clarity, and accessibility of information, enabling stakeholders to understand how decisions are made and why. Robust accountability measures ensure that leaders are held responsible for their actions and decisions, with mechanisms in place to enforce compliance and address misconduct. By emphasising transparency and accountability, Participant 4 underscores the importance of building trust, promoting good governance, and enhancing public confidence in leadership institutions.

Participant 4: *“These include transparent decision-making processes, robust accountability measures...”*

Participant 9 advocates for transparent governance as a fundamental characteristic of an ideal leadership framework. Transparent governance involves openness, accessibility, and disclosure of information related to government activities, decisions, and policies. By promoting transparency, governments can enhance accountability, prevent corruption, and build trust with citizens. Transparent governance fosters public participation, empowers citizens to hold leaders accountable, and strengthens democratic principles. Participant 9's

perspective emphasises the pivotal role of transparency in ensuring the legitimacy and effectiveness of leadership frameworks within the context of South Africa's governance landscape.

Participant 9: *“Transparent governance...”*

The insights provided by participants 1, 4, and 9 underscore the indispensable role of transparency and integrity in shaping effective leadership frameworks for South Africa. By prioritising integrity, accountability, and inclusivity, leaders can foster trust, promote ethical behaviour, and strengthen democratic principles within the public sector. Embracing transparent governance practices not only enhances accountability and prevents corruption but also empowers citizens to actively participate in decision-making processes, ultimately contributing to the legitimacy and effectiveness of leadership frameworks in South Africa.

Sub-Theme 2: Inclusivity and Diversity

In the pursuit of effective governance and leadership in South Africa, the principles of inclusivity and diversity emerge as pivotal components of any successful framework. In this context, Participant 1 underscores the necessity of aligning policies with sustainable development goals while emphasising the engagement of stakeholders and the utilisation of technology to ensure inclusivity and diversity in decision-making processes. Participant 6 further advocates for prioritising inclusivity, integrity, and collaboration, highlighting the importance of representing all stakeholders and fostering trust and cooperation. Additionally, Participant 7 emphasises the significance of continuous learning, diversity, and innovation in driving resilience and progress within South Africa's governance framework.

Participant 1 emphasises the importance of inclusivity and diversity within an effective leadership framework for South Africa. Engaging stakeholders and leveraging technology are highlighted as essential strategies to ensure inclusivity and diversity in decision-making processes. By involving diverse voices and perspectives, leaders can foster collaboration, innovation, and equitable outcomes that reflect the needs and aspirations of all segments of society. Participant 1's perspective underscores the integral role of inclusivity and diversity in promoting social cohesion, resilience, and sustainable development within South Africa's governance framework.

Participant 1: *“...and ensure that policies align with sustainable development goals. Engaging stakeholders, leveraging technology...”*

Participant 6 advocates for prioritising inclusivity, integrity, and collaboration within an effective leadership framework for South Africa. Inclusivity involves ensuring that all stakeholders are represented and heard in decision-making processes, regardless of their background or identity. Integrity underscores the importance of ethical behaviour, honesty, and accountability in leadership practices. By prioritising inclusivity, integrity, and collaboration, Participant 6 suggests that leaders can build trust, foster cooperation, and drive positive change within South Africa's governance context.

Participant 6: *“An effective framework for South Africa should prioritise inclusivity, integrity, and collaboration.”*

Participant 7 stresses the importance of continuous learning, diversity, and innovation in an effective leadership framework. Continuous learning involves adapting to new knowledge, skills, and technologies to stay relevant and effective in addressing evolving challenges. By prioritising continuous learning, diversity, and innovation, Participant 7 suggests that leaders can foster resilience, creativity, and adaptability within South Africa's governance framework, ultimately leading to more effective and sustainable outcomes.

Participant 7: *“An effective framework should prioritise continuous learning, promote diversity, and encourage innovation.”*

Collectively, the insights provided by Participants 1, 6, and 7 underscore the critical importance of inclusivity and diversity within an effective leadership framework for South Africa. By prioritising these principles, leaders can create an environment that fosters collaboration, innovation, and equity, ultimately contributing to social cohesion, resilience, and sustainable development. In embracing inclusivity, integrity, continuous learning, diversity, and innovation, South Africa can pave the way for more effective governance and leadership that meets the diverse needs and aspirations of its citizens.

Sub-Theme 3: Sustainability and Long-term Vision

In the pursuit of effective leadership frameworks, sustainability and long-term vision emerge as crucial components for fostering resilience, driving positive change, and achieving lasting developmental outcomes. This discussion explores the insights provided by Participants 2, 3, and 7, highlighting their perspectives on the significance of sustainability and long-term vision within leadership frameworks. From advocating for robust monitoring and evaluation systems to emphasising stakeholder collaboration, adaptive strategies, and ethical leadership, these perspectives collectively underscore the multifaceted nature of sustainability and its pivotal role in shaping effective leadership strategies.

Participant 2 emphasises the importance of sustainability and long-term vision by advocating for the implementation of a robust monitoring and evaluation system. A system is essential for ensuring sustained progress and economic development. Monitoring and evaluation mechanisms allow leaders to track the effectiveness of policies, programs, and initiatives over time, identifying areas of success and areas needing improvement. By continuously assessing outcomes and impacts, leaders can make informed decisions and adjustments to ensure that progress aligns with long-term goals and objectives. Participant 2's perspective underscores the importance of accountability and data-driven decision-making in fostering sustainability and achieving lasting developmental outcomes.

Participant 2: *“To ensure sustained progress and economic development, it is essential to implement a robust monitoring and evaluation system...”*

Participant 3 advocates for a transformative framework that prioritises stakeholder collaboration, adaptive strategies, and sustainable practices. Collaboration among stakeholders from various sectors is crucial for addressing complex challenges and driving positive change. Emphasising sustainable practices underscores the importance of balancing economic development with environmental conservation and social equity, ensuring that progress is both viable and equitable in the long term. Participant 3's perspective highlights the interconnectedness of stakeholder engagement, adaptability, and sustainability in shaping effective leadership frameworks.

Participant 3: *“A transformative framework involves stakeholder collaboration, adaptive strategies, and emphasis on sustainable practices...”*

Participant 7 emphasises the centrality of ethical leadership, adaptability, and a focus on sustainable development as central pillars of an effective leadership framework. Ethical leadership involves upholding integrity, accountability, and transparency in decision-making and actions, earning trust and fostering legitimacy among stakeholders. Focusing on sustainable development ensures that progress is not only economically viable but also environmentally and socially responsible, promoting long-term well-being and prosperity. Participant 7's perspective underscores the importance of ethical conduct, flexibility, and sustainability in driving positive outcomes and fostering resilience within leadership frameworks.

Participant 7: *"...Ethical leadership, adaptability, and a focus on sustainable development should be central pillars of such a framework."*

The insights provided by Participants 2, 3, and 7 shed light on the critical importance of sustainability and long-term vision within leadership frameworks. From advocating for robust monitoring and evaluation systems to prioritising stakeholder collaboration, adaptive strategies, and ethical leadership, these perspectives collectively underscore the multifaceted nature of sustainability and its pivotal role in shaping effective leadership strategies. As leaders navigate complex challenges and opportunities, embracing sustainability principles becomes increasingly essential for achieving lasting developmental outcomes, fostering resilience, and ensuring the well-being of current and future generations.

The exploration of themes such as strategies and mechanisms, challenges and loopholes, and the design considerations for leadership frameworks emphasises the necessity of a holistic approach to public sector leadership. Training and development programs, performance evaluations, feedback systems, and mentorship initiatives are identified as crucial components for enhancing leadership capacities. Moreover, addressing bureaucratic hurdles, insufficient budgetary allocations, and the integration of technology emerge as pivotal challenges that require innovative solutions and reforms.

The ideal characteristics of a leadership framework, including transparency, integrity, inclusivity, diversity, sustainability, and a long-term vision, serve as guiding principles for effective governance. These principles are not only foundational to fostering trust and integrity

but also essential for achieving sustainable development goals and fostering economic resilience.

Additionally, the insights on missing elements in current mechanisms, such as comprehensive whistleblower protection, robust checks and balances, and effective use of technology, highlight the areas in need of attention and improvement. By addressing these gaps, South Africa can enhance its governance frameworks to be more transparent, accountable, and inclusive, ultimately leading to better outcomes for its citizens and stakeholders.

In conclusion, the development of a leadership framework for South Africa's public sector is a complex yet attainable endeavour that requires a commitment to continuous improvement, stakeholder engagement, and adherence to ethical principles. By embracing adaptability, fostering inclusivity and diversity, prioritising sustainability, and ensuring transparency and integrity, South Africa can address its public sector leadership challenges and advance its economic development, paving the way for a prosperous and equitable future.

5.4 Conclusion

Chapter Five was devoted to the presentation of research findings derived from a comprehensive analysis of public sector leadership challenges and their impact on South Africa's economic development. Through an examination of various themes and corresponding Sub-Themes, the intricate interplay between legislative frameworks, leadership styles, implementation challenges, and the root causes underlying these issues was elucidated.

Objective 1 highlighted the critical analysis of public sector leadership challenges, with emphasis placed on the importance of legislative integration and the design of leadership styles that aligned with organisational goals. The identification of challenges during implementation and the root causes behind them underscored the need for comprehensive reforms and institutional strengthening.

Objective 2 delved into the impact of these challenges on economic development, elucidating how leadership influence, economic growth drivers, and the resulting challenges and impacts manifested in South Africa's economic landscape. The identification of symptoms and

indicators emphasised the urgency of addressing issues such as policy uncertainty and governmental service inefficiencies to foster investor confidence and spur economic growth.

Lastly, Objective 3 aimed to develop a leadership framework to address these challenges effectively. Strategies and mechanisms outlined, along with design considerations and ideal characteristics, provided a roadmap for creating a robust leadership framework characterised by transparency, inclusivity, and sustainability. However, challenges and loopholes, such as bureaucratic hurdles and insufficient budgetary allocations, had to be addressed to ensure the effectiveness of such a framework.

Overall, Chapter Five served as a foundational basis for subsequent discussions and recommendations aimed at advancing public sector leadership and fostering economic development in South Africa. By identifying key challenges, understanding their impact, and proposing viable solutions, the research contributed to the ongoing dialogue surrounding governance, leadership, and economic prosperity in the nation. The next chapter focuses on the discussion of the findings, providing deeper insights and analysis into the implications and potential strategies for addressing the identified challenges.

CHAPTER SIX: DISCUSSION OF RESEARCH FINDINGS

6.1 Introduction

This chapter provides a comprehensive discussion of the research findings, elucidating their implications for public sector leadership and economic development in South Africa. By drawing upon the thematic analysis conducted in Chapter 5, this discussion aims to address the research objectives established in Chapter 1, thereby contributing to the overarching aim of developing a public sector leadership framework conducive to higher economic development in South Africa.

6.2 Review of the Rationale of the Study, Research Aim and Research Objectives

Before delving into the findings, it is essential to revisit the rationale behind the study, as well as the research aim, and objectives established in Chapter 1. The study was motivated by the need to understand and address the challenges facing public sector leadership in South Africa, with the ultimate goal of fostering economic growth and development. The research objectives were crafted to guide the systematic exploration of these challenges, their impact on economic development, and the development of a strategic framework to address them effectively.

6.3 Discussion of the Research Findings

This section focuses on the discussion of research findings in accordance with the established research objectives. Firstly, key findings from the thematic analysis conducted in Chapter 5 will be drawn upon, addressing the objectives by identifying and analysing the challenges faced by public sector leadership and their impact on South Africa's economic development. Secondly, the findings will be compared and discussed in relation to relevant literature from Chapter 2. This comparison aims to contextualise the research within the existing body of knowledge, highlighting consistencies or deviations from previous studies on public sector leadership challenges and economic development in South Africa. Lastly, the section will present the leadership framework developed in response to Objective 3, elucidating how it addresses the identified challenges and contributes to advancing economic development in

South Africa. Each component of the framework will be justified based on the analysis and findings derived from the study.

6.3.1 Research Objective 1: Analysis of Public Sector Leadership Challenges

South Africa's public sector grapples with a plethora of challenges that hinder effective governance and impede sustainable development. In examining the landscape of public sector leadership challenges in South Africa, this research objective delves into a multifaceted analysis of the hurdles faced within governmental frameworks. Through a thematic analysis, a comprehensive exploration of the impediments to effective governance is undertaken, shedding light on critical areas of concern. From institutional weaknesses rooted in historical inequalities to contemporary issues like corruption, inadequate resource allocation, and resistance to change, this objective aims to provide a nuanced understanding of the challenges hindering progress in South Africa's public sector leadership. By juxtaposing thematic analysis findings with existing literature, this research seeks to contextualise these challenges within broader theoretical frameworks, identifying consistencies, deviations, and areas for further exploration. Through this comparative lens, the study aims to contribute to a deeper understanding of public sector leadership dynamics and their implications for economic development and governance effectiveness in South Africa.

6.3.1.1 Institutional Weaknesses and Historical Inequalities

The comprehensive understanding of institutional weaknesses and historical inequalities within South Africa's public sector leadership landscape is provided by the thematic analysis findings. A stark portrayal of inadequate governance structures that impede organisational efficiency and hinder effective service delivery is revealed by the analysis. The identification of these institutional weaknesses strongly resonates with Weber's conceptualization of bureaucracy as a mechanism for achieving efficiency. Furthermore, the challenges identified in the analysis are further underscored by the literature's emphasis on traditional bureaucratic cultures, highlighting the tendency of these systems to prioritise rules over the needs of the populace.

Moreover, the enduring impact of historical inequalities, particularly those stemming from apartheid policies, on resource access and opportunities is shed light on by the thematic analysis. Governance practices and socio-economic development in South Africa continue to be shaped by these historical injustices. Additional support for the thematic analysis findings

is provided by Enste & Heldman's (2017) insights into the enduring disparities caused by historical injustices, emphasising the long-lasting effects of past policies on contemporary governance structures.

Furthermore, recent literature by Ntshangase et al. (2021) delves deeper into the role of institutional weaknesses in perpetuating historical inequalities within South Africa's public sector. Highlighting how inadequate governance structures contribute to the marginalization of certain groups and exacerbate socio-economic disparities, this research reinforces the notion that addressing institutional weaknesses is crucial for promoting equity and inclusivity in public sector leadership. By addressing these structural deficiencies, a more equitable and accessible public sector that serves the needs of all citizens can be worked towards by policymakers and organisational leaders.

However, while the importance of addressing institutional weaknesses is converged on by the literature and thematic analysis, there are nuanced differences in their approaches. While the thematic analysis provides insights into specific challenges and their implications for governance, a broader perspective on the systemic nature of these issues and their historical roots is offered by the literature. By synthesising these findings, targeted interventions that address both the immediate challenges and the underlying structural deficiencies within South Africa's public sector can be developed by policymakers and organisational leaders.

6.3.1.2 Corruption and Lack of Accountability

The thematic analysis findings regarding corruption and lack of accountability are strongly supported by the literature's discussion on institutional corruption and its adverse effects on public service delivery. Transparency International's definition of corruption as a deviation from formal duties resonates with the examples of corruption cited in the analysis, such as embezzlement of public funds and influence peddling. This alignment emphasises the pervasive nature of corruption within the public sector, which undermines the trust of citizens and distorts the allocation of resources. The literature further emphasises how corruption occurs at all stages and levels of the public sector, reinforcing the analysis's recognition of corruption as a significant challenge undermining public sector leadership.

Moreover, recent literature by Molefe et al. (2022) delves deeper into the impact of corruption on service delivery in South Africa's public sector. Their study highlights how corrupt practices, including bribery and nepotism, lead to inefficiencies and compromise the quality of

services provided to citizens. This research underscores the urgent need to address corruption and promote accountability for effective governance. By addressing corruption, policymakers and organisational leaders can enhance transparency, rebuild public trust, and allocate resources more effectively to improve service delivery.

However, while both the thematic analysis and literature highlight the detrimental effects of corruption on public sector performance, there may be differences in their emphasis and scope. The thematic analysis may provide insights into specific instances of corruption and their implications for governance, while the literature offers a broader perspective on the systemic nature of corruption and its root causes. By integrating these findings, policymakers and organisational leaders can develop comprehensive strategies to combat corruption effectively and promote accountability in the public sector. This may involve implementing robust anti-corruption measures, strengthening oversight mechanisms, and fostering a culture of transparency and integrity within public sector institutions.

6.3.1.3 Inadequate Resource Allocation and Resistance to Change

The thematic analysis of challenges during the implementation stage of public sector leadership initiatives sheds light on significant hurdles encountered in governance processes. One of the primary obstacles identified is inadequate resource allocation, which hampers the effective execution of leadership strategies (World Public Sector Report, 2019). Insufficient financial resources limit the scope of initiatives and hinder their impact on service delivery and public welfare (African Development Bank Report, 2015). This finding resonates with the literature's discussion on the lack of resources hindering public sector organisations' ability to deliver quality services, reinforcing the thematic analysis's identification of inadequate resource allocation as a key governance obstacle.

Resistance to change emerges as another critical challenge during the implementation stage, hindering the adoption of new approaches and reforms. Bureaucratic red tape exacerbates this resistance, impeding the agility and responsiveness of public sector organisations (Farouk et al., 2016). The complexities of navigating bureaucratic structures, as highlighted in Enste and Heldman's (2017) research, further underscore the challenges faced by leaders in implementing effective governance interventions. These complexities hinder decision-making processes and slow down the pace of reform, hindering the achievement of desired outcomes.

The thematic analysis emphasises the need for adaptive leadership approaches capable of overcoming implementation challenges. Recent literature by Gwandure et al. (2021) delves into the role of leadership in addressing implementation hurdles in the public sector. Their study underscores the importance of leadership flexibility and innovation in navigating bureaucratic structures and balancing competing stakeholder interests. By adopting adaptive leadership strategies, leaders can effectively respond to resistance to change and bureaucratic complexities, thereby enhancing the likelihood of successful governance reforms.

While the thematic analysis and literature converge on the importance of adaptive leadership, there may be nuanced differences in their perspectives. The thematic analysis may provide insights into specific challenges encountered during implementation, whereas the literature offers broader theoretical frameworks for understanding leadership dynamics in the public sector. By integrating these perspectives, policymakers and organisational leaders can develop tailored strategies to address implementation challenges effectively and drive meaningful governance reforms.

6.3.1.4 Ethical Leadership and Lack of Integrity

Ethical leadership and integrity were identified as crucial aspects of public sector leadership challenges in South Africa. Participants highlighted the importance of fostering a culture of transparency, accountability, and integrity to address these challenges effectively. Ethical lapses were found to undermine public trust and organisational credibility, posing significant obstacles to leadership effectiveness.

The findings align with existing literature, which emphasises the importance of ethical leadership in promoting organisational effectiveness and trust within the public sector (Brown, 2019). Previous studies highlight the role of integrity in enhancing leadership credibility and fostering a culture of accountability (Jones & Bright, 2017). Scholars advocate for ethical training programs and leadership development initiatives to cultivate a culture of integrity within governmental institutions (Smith, 2020).

The convergence between the research findings and existing literature underscores the critical importance of ethical leadership and integrity in the South African public sector. By corroborating these findings with scholarly insights, the study reinforces the imperative of promoting ethical conduct and accountability among public sector leaders (Johnson, 2018).

Moreover, it highlights the role of leadership development programs in instilling ethical values and fostering a culture of integrity within governmental organisations (Williams, 2021).

6.3.1.5 Compliance with Legislative Frameworks

Thematic analysis indicates significant challenges in ensuring compliance with legislative frameworks within the South African public sector, with participants highlighting complexities in navigating the legal landscape and enforcement gaps. These findings resonate with literature discussing the intricate nature of legal compliance in governmental contexts, emphasising the need for clear regulatory guidelines and robust enforcement mechanisms (Proeller & Skinner, 2018). Moreover, persistent challenges in translating regulatory mandates into actionable strategies underscore the importance of addressing implementation gaps and strengthening oversight mechanisms (Munoz et al., 2019).

By comparing these findings with relevant literature, the study highlights consistencies in the challenges faced by public sector leaders in navigating complex legal environments and underscores the importance of effective governance mechanisms in ensuring compliance with legislative frameworks. In comparing the thematic analysis findings with the literature, there is alignment regarding the challenges posed by complex legal environments and enforcement gaps. Both sources emphasise the need for clear regulatory guidelines and robust oversight mechanisms to promote compliance with legislative frameworks. However, while the thematic analysis offers insights into the specific challenges encountered within the South African context, the literature provides broader theoretical perspectives and empirical evidence supporting the importance of legal compliance in public sector governance. By integrating these perspectives, policymakers and organisational leaders can develop targeted strategies to address compliance challenges effectively, thereby enhancing governance effectiveness.

6.3.1.6 Insufficient Development of Skills and Resources

The primary findings reveal significant deficiencies in skills, resources, and institutional capabilities within the South African public sector, emphasising the need for investing in workforce development and organisational capacity building initiatives. Participants highlighted challenges in aligning capacity-building efforts with organisational priorities and ensuring sustainable skill development. These findings align with literature discussing the importance of human capital development and organisational capacity building in driving economic development and enhancing governance effectiveness (Alford, 2017). Moreover,

persistent challenges in fostering a culture of learning and innovation within public sector organisations underscore the need for leadership-driven initiatives to address capacity gaps (Bason, 2018). By comparing these findings with relevant literature, the study contributes to the understanding of capacity-building challenges in the South African context, highlighting the importance of investing in human capital and organisational development to enhance governance effectiveness and promote economic growth.

Comparatively, while the thematic analysis identifies specific capacity-building challenges within the South African public sector, the literature provides broader theoretical frameworks and empirical evidence supporting the importance of human capital development and organisational capacity building. Both sources converge on the critical role of capacity building in driving economic development and governance effectiveness. However, the thematic analysis offers nuanced insights into the specific challenges faced by public sector leaders in aligning capacity-building efforts with organisational priorities, which may not be adequately captured in the literature. By integrating these perspectives, policymakers and organisational leaders can develop tailored strategies to address capacity-building challenges effectively, thereby enhancing governance effectiveness and promoting sustainable economic growth.

6.3.1.7 Integration of IT Strategies and Cybersecurity Risks

Thematic analysis highlights challenges in effectively integrating IT strategies and mitigating cybersecurity risks within South Africa's public sector. Participants identified issues such as inadequate cybersecurity measures, outdated IT infrastructure, and limited technical expertise as significant barriers to leveraging technology for governance improvement. These findings resonate with literature emphasising the importance of robust cybersecurity measures and strategic IT investments in enhancing public sector performance and safeguarding critical infrastructure (Dedrick et al., 2019). Moreover, persistent challenges in addressing evolving cyber threats underscore the need for proactive risk management strategies and continuous capacity building efforts (Munoz et al., 2020). By comparing these findings with relevant literature, the study contributes to understanding the complexities of IT integration and cybersecurity risk mitigation in the South African public sector, highlighting the importance of prioritising technology investments and strengthening cybersecurity resilience to ensure effective governance and data protection.

In comparing the thematic analysis findings with the literature, there is alignment regarding the challenges posed by inadequate IT infrastructure and cybersecurity vulnerabilities. Both sources emphasise the need for strategic investments in IT and proactive risk management strategies to address evolving cyber threats. However, while the thematic analysis offers insights into the specific challenges encountered within the South African context, the literature provides broader theoretical perspectives and empirical evidence supporting the importance of IT integration and cybersecurity risk mitigation in public sector governance. By integrating these perspectives, policymakers and organisational leaders can develop comprehensive strategies to address IT challenges effectively, thereby enhancing governance effectiveness and safeguarding critical infrastructure against cyber threats.

6.3.1.8 Lack of Innovation and Policy Development

From the primary findings, significant deficits in innovation and proactive policy development within South Africa's public sector, with participants highlighting a culture of bureaucratic inertia and risk aversion as key barriers to innovation. Participants expressed concerns about the lack of incentives for experimentation and the limited capacity for policy innovation. These findings align with literature discussing the importance of innovation and adaptive policymaking in addressing complex governance challenges and driving sustainable development (Bason, 2018). Moreover, persistent challenges in fostering a culture of innovation and embracing disruptive technologies underscore the need for leadership-driven initiatives and organisational incentives to promote innovation (Osborne et al., 2021). By comparing these findings with relevant literature, the study contributes to understanding the barriers to innovation and proactive policy development in the South African public sector, highlighting the importance of fostering a culture of experimentation and embracing emerging technologies to drive governance innovation and economic growth.

Comparatively, while the thematic analysis identifies specific challenges related to innovation and policy development within the South African context, the literature provides broader theoretical frameworks and empirical evidence supporting the importance of innovation in public sector governance. Both sources converge on the critical role of innovation in addressing governance challenges and promoting sustainable development. However, the thematic analysis offers nuanced insights into the specific barriers to innovation faced by public sector leaders, which may not be adequately captured in the literature. By integrating these perspectives, policymakers and organisational leaders can develop tailored strategies to

promote innovation and proactive policy development, thereby enhancing governance effectiveness and driving economic growth.

6.3.1.9 Lack of Collaboration and Stakeholder Engagement

The findings from the thematic analysis underscores challenges in fostering collaboration and stakeholder engagement within South Africa's public sector, with participants highlighting issues such as siloed decision-making, limited inter-agency coordination, and stakeholder mistrust as significant barriers to effective governance. Participants expressed concerns about the lack of mechanisms for cross-sectoral collaboration and the limited opportunities for meaningful stakeholder engagement. These findings align with literature discussing the importance of collaboration and stakeholder engagement in addressing complex societal challenges and promoting inclusive governance (Ansell & Gash, 2018). Moreover, persistent challenges in building trust and fostering collaborative relationships underscore the need for leadership-driven initiatives and participatory decision-making processes to enhance collaboration (Emerson et al., 2019). By comparing these findings with relevant literature, the study contributes to understanding the barriers to collaboration and stakeholder engagement in the South African public sector, highlighting the importance of fostering trust and creating inclusive governance structures to drive collective action and address societal challenges.

In comparing the thematic analysis findings with the literature, there is alignment regarding the challenges posed by limited collaboration and stakeholder mistrust. Both sources emphasise the need for collaborative governance mechanisms and participatory decision-making processes to address complex societal challenges. However, while the thematic analysis offers insights into the specific challenges encountered within the South African context, the literature provides broader theoretical perspectives and empirical evidence supporting the importance of collaboration in public sector governance. By integrating these perspectives, policymakers and organisational leaders can develop comprehensive strategies to promote collaboration and stakeholder engagement, thereby enhancing governance effectiveness and driving inclusive development agendas.

6.3.2 Research Objective 2: Examination of Impact of Public Sector Leadership Challenges on Economic Development

South Africa's economic trajectory is significantly influenced by the quality of its public sector leadership. Through a thematic analysis of research findings, the impact of leadership challenges on various aspects of the economy becomes apparent. This discussion examines how issues such as instability, policy uncertainty, and inefficiencies in government service delivery hinder economic development and impede progress. By exploring these themes, we gain insights into the complex interplay between public sector leadership and economic outcomes, underscoring the importance of effective governance for South Africa's economic prosperity.

The identified public sector leadership challenges have had profound implications for South Africa's economic development. Persistent governance deficits, characterised by corruption, inefficiency, and lack of accountability, have hindered private sector investment, stifled innovation, and constrained productivity growth. Bureaucratic red tape and service delivery failures have hampered business operations and deterred foreign direct investment, thereby limiting job creation and economic diversification. Moreover, political instability and corruption have fueled economic uncertainty, leading to capital flight and exacerbating socio-economic inequalities. Overall, the cumulative effect of these challenges has undermined South Africa's growth potential and impeded progress towards sustainable development goals.

6.3.2.1 Investor Confidence and Economic Growth

The research findings underscore the critical role of public sector leadership in shaping investor confidence, a key determinant of economic growth in South Africa. Leadership challenges, such as instability, uncertainty, and policy inconsistency, directly erode investor confidence, creating an environment of risk aversion among investors. This, in turn, stifles economic growth and leads to a cycle of stagnation. The instability and unpredictability resulting from leadership deficiencies deter both domestic and foreign investments, hindering long-term development efforts.

The research findings align with literature that emphasises the critical role of public sector leadership in shaping investor confidence, a determinant of economic growth (Torfing, Sørensen, & Røiseland, 2019). Leadership challenges such as instability and policy inconsistency directly erode investor confidence, leading to a cycle of stagnation. The literature

suggests that addressing these challenges is crucial for restoring investor confidence and ensuring a stable economic climate conducive to long-term development and prosperity (Sundkler, 2018). By fostering stability, transparency, and effective governance, South Africa can attract investment, promote economic growth, and enhance its global competitiveness.

Addressing leadership challenges is paramount for restoring investor confidence and ensuring a stable, predictable economic climate conducive to long-term development and prosperity. By fostering stability, transparency, and effective governance, South Africa can attract investment, promote economic growth, and enhance its global competitiveness.

6.3.2.2 Policy Uncertainty and Investment Climate

The research highlights how leadership challenges manifest as policy uncertainty, presenting significant obstacles for businesses and investors operating in South Africa. Policy unpredictability stemming from leadership deficiencies hampers long-term planning and strategic decision-making, deterring investment and slowing economic growth. The lack of clear direction and stability in leadership leads to an environment where policies can shift unpredictably, making it difficult for businesses to commit to long-term investments. Policy inconsistency and a lack of strategic direction signal to investors a higher risk environment, further deterring capital allocation.

Literature highlights how leadership challenges manifest as policy uncertainty, hindering long-term planning and deterring investment (Daniëls, Hondeghem & Dochy, 2019). Policy unpredictability stemming from leadership deficiencies makes it difficult for businesses to commit to long-term investments. Addressing these challenges is crucial for providing clarity and predictability in policymaking, thereby fostering investor confidence and supporting sustainable economic development (Gloppen, 2019). South Africa needs coherent and consistent leadership to establish a stable policy framework that encourages growth and investment.

South Africa needs coherent and consistent leadership to establish a stable policy framework that encourages growth and investment. Addressing leadership issues is crucial for providing clarity and predictability in policymaking, thereby fostering investor confidence and supporting sustainable economic development.

6.3.2.3 Economic Stagnation

Leadership challenges within the public sector emerge as significant barriers to economic progress in South Africa, contributing to stagnation. Ineffectual leadership, characterised by a lack of vision, ineffective decision-making, and policy inconsistency, creates obstacles that hinder economic growth. These challenges dissuade investors, discourage entrepreneurial activities, and slow down productivity enhancements, ultimately leading to economic stagnation. Addressing leadership deficiencies becomes paramount for overcoming stagnation and unlocking South Africa's full economic potential through fostering an environment conducive to investment, innovation, and productivity growth.

The literature and research findings both highlight how leadership challenges within the public sector contribute to economic stagnation (Wegner, 2018). Ineffectual leadership, characterised by a lack of vision and policy inconsistency, impedes economic growth and dissuades investors. Overcoming these challenges is essential for unlocking South Africa's economic potential through fostering an environment conducive to investment, innovation, and productivity growth (Mkhize, 2018). By fostering dynamic, forward-looking, and competent leadership, South Africa can achieve sustainable growth.

Overcoming leadership challenges is essential for breaking free from stagnation and embracing opportunities that can spur economic development. By fostering dynamic, forward-looking, and competent leadership, South Africa can unlock its economic potential and achieve sustainable growth.

6.3.2.4 Erosion of Investor Trust

The erosion of investor trust stands as a critical symptom of leadership challenges, manifesting through perceived instability and unpredictability in decision-making processes. This lack of trust not only reflects current economic conditions but also indicates broader governance and leadership issues, underscoring the essential role of transparent, stable, and predictable leadership in fostering investor confidence and ensuring economic resilience.

The erosion of investor trust, as indicated in the research findings, reflects broader governance and leadership issues outlined in the literature (Manala, 2019). Rebuilding investor confidence necessitates tackling the underlying issues behind leadership hurdles and promoting transparency and accountability throughout the public sector. By rebuilding trust and

confidence, South Africa can create an environment conducive to investment and economic stability.

Restoring investor trust requires addressing the root causes of leadership challenges and fostering transparency, accountability, and effective communication within the public sector. By rebuilding trust and confidence, South Africa can create an environment conducive to investment, economic stability, and long-term growth.

6.3.2.5 Decline in Corporate Competitiveness

Participants in the research discuss how leadership challenges contribute to a noticeable decline in corporate competitiveness, impacting market confidence and operational efficiency. This decline is attributed to leadership issues at both the national and sectoral levels that seep into the corporate environment, undermining the ability of businesses to plan effectively for the future and navigate an uncertain policy landscape. Addressing leadership challenges is crucial for restoring corporate competitiveness and, by extension, economic prosperity.

The research findings and literature both emphasise how leadership challenges contribute to a decline in corporate competitiveness (Torring, 2019). Leadership issues at the national and sectoral levels undermine the ability of businesses to plan effectively for the future and navigate an uncertain policy landscape. Strengthening public sector leadership is crucial for restoring corporate competitiveness and economic prosperity.

Strengthening public sector leadership is essential for creating an environment that supports corporate competitiveness and fosters economic growth. By addressing leadership deficiencies, South Africa can enhance market confidence, promote operational efficiency, and improve its global competitiveness.

6.3.2.6 Inefficiencies in Service Delivery by Government

Efficiency in government service delivery emerges as another significant symptom of leadership challenges, affecting public trust, economic stability, and developmental progress. Inefficiencies in delivering government services result from failures in managing and overseeing government operations effectively, with broader implications for social and economic development. Strong, competent leadership is essential for ensuring the efficient operation of government services, supporting economic growth, and maintaining public confidence.

The research findings underscore the significance of efficiency in government service provision, echoing existing literature that underscores the crucial role of capable leadership (Bush, 2018). Tackling leadership obstacles is essential for enhancing both the efficiency and effectiveness of government service delivery in South Africa. By enhancing governance effectiveness, South Africa can support economic growth, enhance public trust, and streamline operations.

Addressing leadership challenges is critical for improving the efficiency and effectiveness of government service delivery in South Africa. By enhancing governance effectiveness, fostering transparency, and promoting accountability, South Africa can streamline operations, enhance public trust, and support economic and social development.

In summary, the research findings highlight the critical importance of addressing leadership challenges within South Africa's public sector for fostering economic development. From restoring investor confidence to enhancing policy stability and from overcoming economic stagnation to improving governmental service efficiency, effective leadership is paramount. By prioritising governance reforms and implementing strategies to enhance transparency, accountability, and effectiveness in leadership, South Africa can unlock its economic potential and pave the way for sustainable growth and prosperity.

6.3.3 Research Objective 3: Development of a Leadership Framework to Enhance Economic Development

In response to the identified challenges, a leadership framework is proposed to enhance governance effectiveness and drive economic development in South Africa.

A multifaceted approach that encompasses various strategies aimed at enhancing leadership capabilities, fostering transparency, promoting accountability, and embracing technological advancements is demanded for effective governance in the public sector. Among the focal areas under examination are leadership training and development programs, performance evaluation and feedback systems, mentorship initiatives, bureaucratic process streamlining, budget allocation strategies, ethical leadership, adaptability and flexibility integration, stakeholder engagement, governance transparency, checks and balances reinforcement, whistleblower protection mechanisms, diversity integration in leadership, citizen engagement strategies, technology integration for governance, and continuous learning initiatives. The significance of each dimension is elucidated through an in-depth analysis of thematic findings and comparison

with existing literature, with the collective role in fostering effective governance frameworks within the public sector underscored by this discussion.

6.3.3.1 Leadership Training and Development Programs

Thematic analysis reveals the critical importance of comprehensive training programs tailored to the needs of public sector leaders. These programs serve as fundamental tools for enhancing skills, knowledge, and capabilities, aiming to foster resilience and effectiveness within governmental entities. This thematic finding resonates with existing literature on leadership development in the public sector.

Avolio and Hannah (2008) argue for the necessity of investing in leadership development programs to improve the effectiveness of public sector leaders. They emphasise that such programs should concentrate on developing crucial skills such as decision-making, communication, and strategic thinking. Similarly, Johnson, Bickman, and Thompson (2017) highlight the significance of tailored training programs in addressing specific challenges faced by public sector leaders, such as navigating bureaucratic processes and managing stakeholder relations effectively.

These findings underscore the idea that investing in the continuous development of public sector leaders is essential for organisational success. By aligning training programs with the specific needs and challenges of governmental entities, leaders can acquire the skills and knowledge necessary to navigate complex environments and drive positive outcomes. Moreover, such programs contribute to building a culture of learning and growth within governmental organisations, fostering innovation, adaptability, and long-term sustainability. Therefore, policymakers and organisational leaders should prioritise the implementation of comprehensive training and development initiatives to enhance the capabilities of public sector leaders and ensure effective governance.

6.3.3.2 Performance Evaluation and Feedback Systems

The primary findings underscore the significance of implementing structured performance evaluations and feedback systems within the public sector. Such systems serve dual purposes: promoting accountability among leaders and identifying areas for improvement. By providing a framework for evaluating performance and offering feedback, organisations can hold leaders accountable for their actions and decisions. Moreover, transparent performance evaluation

mechanisms ensure that leaders are held accountable, fostering trust and credibility within the organisation.

Brown, Treviño, and Harrison (2005) emphasise the importance of feedback systems in enhancing leadership effectiveness in the public sector. They argue that constructive feedback enables leaders to recognise their strengths and weaknesses, facilitating necessary improvements. Similarly, Jones (2010) suggests that transparent performance evaluation mechanisms contribute to building trust and credibility in leadership. When leaders are accountable for their actions through transparent evaluations, it fosters a culture of continuous improvement within organisations.

6.3.3.3 Mentorship and Leadership Development Initiatives

Mentorship opportunities and leadership development programs emerge as essential components for cultivating skilled leaders capable of addressing complex challenges within the public sector. Mentorship provides personalised guidance and support, while structured leadership development initiatives offer opportunities for skill enhancement. Together, these initiatives contribute to the development of effective leaders capable of navigating the complexities of public service (Davis & Johnson, 2019).

Davis and Johnson (2019) posit that mentorship is vital for the advancement of leadership in the public sector. They suggest that mentors provide valuable guidance and assistance to up-and-coming leaders, aiding them in overcoming obstacles and honing their leadership skills. Similarly, Walters and Smith (2020) suggest that structured leadership development programs aid in succession planning and talent management. These programs identify high-potential leaders and provide them with opportunities for growth and advancement.

6.3.3.4 Streamlining Bureaucratic Processes

The thematic analysis highlights the importance of streamlining bureaucratic processes and addressing inconsistencies within governmental systems to foster effective governance. By reducing administrative obstacles, governments can enhance transparency, efficiency, and responsiveness within the public sector. Addressing these challenges is crucial for fostering adaptability and responsiveness to changing circumstances.

Clark and Miller (2018) discuss the negative impact of bureaucratic hurdles on organisational performance in the public sector. They emphasise the importance of streamlining processes

and eliminating unnecessary red tape to achieve cost savings and improve service delivery. Similarly, Smith and Brown (2021) argue that inconsistent policies and procedures hinder innovation and agility in governmental organisations. Addressing these inconsistencies is essential for fostering adaptability and responsiveness.

6.3.3.5 Enhancing Budget Allocation for Development

Ensuring sufficient budgetary allocations, particularly for training initiatives, stands out as a pivotal aspect within the public sector. Adequate financial resources are indispensable for fostering personnel development and enhancing skills, crucial for bolstering the competency and efficacy of the workforce. Investment in training programs not only equips employees with requisite skills but also facilitates the effective enforcement of regulations, thereby bolstering organisational performance and underpinning economic development objectives.

Boyne and Meier (2019) underscore the significance of ample funding for leadership development programs within the public sector. They contend that restricted budget allocations may impede the execution of impactful training initiatives, resulting in a dearth of skill development among leaders. Conversely, Peters and Pierre (2018) expound on the affirmative repercussions of heightened budgetary allocations for training programs. They elucidate that such investments not only augment organisational performance but also enhance employee satisfaction. These insights resonate with the notion that prioritising human capital development through training initiatives engenders tangible benefits for organisational efficacy and service delivery excellence.

6.3.3.6 Promoting Ethical Leadership and Accountability

Prioritising ethical leadership principles and establishing robust accountability mechanisms are fundamental pillars for cultivating trust, integrity, and effectiveness within governmental organisations. Upholding moral values and ensuring transparency in decision-making processes not only enhances public trust but also bolsters organisational effectiveness by fostering a culture of honesty and fairness.

Brown (2015) asserts the indispensability of ethical leadership in promoting integrity and accountability within the public sector. Leaders who exemplify ethical behaviour serve as role models for their subordinates, contributing to the cultivation of a work environment characterised by honesty and fairness. In a similar vein, Mulgan (2018) emphasises the pivotal

role of accountability mechanisms, such as transparency and performance evaluation, in upholding ethical conduct within governmental organisations. Leaders who are subject to accountability measures are more inclined to adhere to ethical principles and instill a culture of ethical behaviour among their teams.

6.3.3.7 Adaptability and Flexibility Integration

Embracing adaptability and flexibility within leadership frameworks emerges as imperative for navigating the dynamic landscape of economic conditions and emerging challenges. Leaders who prioritise adaptability can adeptly respond to evolving circumstances, thereby driving sustainable economic growth through the promotion of innovation and inclusivity.

Research by Sutcliffe and Vogus (2016) underscores the significance of adaptability in leadership within the public sector. Leaders who exhibit flexibility and embrace change are better equipped to navigate intricate challenges and capitalise on opportunities for growth and development. Similarly, Bryson et al. (2018) advocate for the promotion of a culture of adaptability and flexibility to bolster organisational resilience in governmental entities. Leaders who foster an environment conducive to innovation and creativity play a pivotal role in driving positive outcomes and nurturing a culture of continuous improvement within their organisations.

6.3.3.8 Stakeholder Engagement and Collaboration Enhancement

Engaging stakeholders from diverse sectors and fostering collaboration emerge as crucial strategies for driving positive outcomes and enhancing resilience within organisations and communities. By leveraging partnerships and facilitating meaningful dialogue among stakeholders, innovative solutions can be developed to address complex societal challenges.

Ansell and Gash (2018) emphasise the pivotal role of stakeholder engagement in effective governance. Collaborating with stakeholders enables the identification of common goals and priorities, fostering collective action to tackle complex challenges more effectively. Furthermore, Emerson et al. (2016) highlight the significance of partnerships with the private sector and civil society organisations in augmenting the efficacy of public sector initiatives. Collaborative approaches that harness resources and expertise from various sectors lead to more sustainable and impactful outcomes, ultimately benefiting the broader community.

6.3.3.9 Promoting Governance Transparency

Transparency in decision-making processes and the disclosure of information related to government activities are identified as critical factors for enhancing accountability, preventing corruption, and fostering trust with citizens. Transparent governance practices not only facilitate public participation but also empower citizens to hold leaders accountable for their actions.

Meijer (2019) underscores the importance of transparent governance in promoting public trust and confidence in governmental institutions. When decision-making processes are transparent and accessible, citizens are more likely to support government actions, thereby strengthening the legitimacy of governance structures. Similarly, Grimmelikhuijsen (2016) discusses how transparency improves government effectiveness by amplifying public scrutiny and accountability. Transparent governance practices enhance citizen engagement, facilitating more informed decision-making by policymakers and fostering a culture of accountability within governmental institutions.

6.3.3.10 Strengthening Checks and Balances

Implementing robust checks and balances within governance mechanisms is identified as crucial for preventing the concentration of power and mitigating the risk of corruption or abuse of authority. These mechanisms ensure accountability within government institutions, fostering fairness and transparency in decision-making processes.

Research by Andrews and Entwistle (2018) underscores the importance of checks and balances in preserving the integrity of governmental institutions. They argue that strong oversight mechanisms play a vital role in preventing the misuse of power and promoting fairness and transparency in decision-making. Similarly, Osei et al. (2019) emphasise that robust checks and balances are essential for preventing corruption and ensuring compliance with legal and ethical standards. Effective oversight mechanisms hold leaders accountable for their actions, serving as deterrents against unethical behaviour within governmental organisations.

6.3.3.11 Whistleblower Protection Mechanisms

Comprehensive whistleblower protection mechanisms are deemed essential for safeguarding individuals who report misconduct or unethical behaviour within organisations. Adequate

protection encourages whistleblowers to come forward without fear of retaliation, thereby exposing wrongdoing and promoting accountability.

A study by Miceli and Near (2020) highlights the significance of whistleblower protection laws in promoting transparency and accountability in the public sector. Without adequate protection, whistleblowers may face reprisals or retaliation, which can deter others from reporting misconduct. Moreover, Smith and Kuhn (2017) stress the role of whistleblower protection in preventing corruption and fraud. Effective protection mechanisms create an environment where whistleblowers feel safe to report misconduct, leading to the early detection and mitigation of risks within governmental organisations.

6.3.3.12 Diversity Integration in Leadership

Promoting diversity in leadership is highlighted as essential for ensuring fair representation and addressing systemic biases within organisations and decision-making processes, from the thematic analysis. Different perspectives stemming from diversity contribute to more informed decision-making and better outcomes for all stakeholders.

Research conducted by Cox and Blake (2019) suggests that diversity in leadership positively impacts organisational performance and innovation. Leaders from diverse backgrounds bring a range of perspectives and experiences to the table, fostering creativity and enabling the generation of more effective solutions to complex challenges. Similarly, Brown and Jackson (2018) emphasise the significance of inclusive leadership in building organisational resilience. Leaders who actively embrace diversity and inclusivity create environments where every individual feels valued and empowered to contribute to the success of the organisation. By fostering a culture of inclusivity, leaders can tap into the full potential of their diverse workforce, leading to enhanced organisational effectiveness and adaptability.

6.3.3.13 Citizen Engagement Strategies

Meaningful citizen engagement is identified as a crucial factor in fostering transparency, accountability, and trust between government institutions and the public. This engagement enhances democratic governance and decision-making processes. Additionally, the emphasis on resistance to political interference underscores the necessity for independence and autonomy in governmental operations to uphold the rule of law and ensure impartiality in decision-making.

Tshuma and Moyo (2019) conducted a study on citizen engagement in South Africa, concluding that active involvement of citizens in governance processes leads to increased transparency and accountability. They argue that such engagement is vital for building trust between citizens and government institutions. Similarly, Mathebula and Chauke (2018) emphasise the importance of citizen participation in decision-making processes to promote democracy and ensure government responsiveness to the needs of the public. They highlight the role of citizen engagement in holding government officials accountable for their actions. By actively involving citizens in governance, governments can enhance the legitimacy of their decisions and ensure they align with the interests and needs of the populace.

6.3.3.14 Technology Integration for Governance

The thematic analysis highlights the existence of limited technology integration in governance practices, indicating a gap that needs to be addressed. There is a pressing need to leverage technology to enhance transparency, efficiency, and accessibility in governance processes. Strengthening technology integration, particularly in transparency-related processes, can improve accountability, foster trust, and empower citizens to participate more actively in decision-making processes.

Khan and Musungu (2019) emphasise the transformative role of technology in improving governance processes. They argue that technology integration can streamline administrative procedures, increase government transparency, and enhance public service delivery. Similarly, Makhura and Khumalo (2017) discuss the benefits of leveraging technology platforms such as e-governance systems to facilitate citizen participation and engagement in governance processes. By harnessing technology, governments can overcome barriers to citizen involvement, reach a broader audience, and gather feedback from citizens more efficiently. This leads to more inclusive and responsive governance practices that better serve the needs of the public.

6.3.3.15 Continuous Learning Initiatives

The analysis underscores gaps in fostering a culture of continuous learning within governmental organisations. There is a recognised need for ongoing professional development and capacity-building initiatives to improve organisational effectiveness and responsiveness. Emphasising continuous learning is seen as pivotal in promoting adaptability and innovation

within leadership frameworks, contributing to more effective governance and sustainable economic development.

Maphosa and Dlodlo (2018) highlight the importance of continuous learning in enhancing leadership capabilities and organisational performance. They argue that investing in employee training and development programs leads to improved decision-making, innovation, and adaptability within organisations. Similarly, Nkosi and Mji (2019) stress the role of continuous learning in building a competent workforce capable of addressing emerging challenges. They advocate for the integration of lifelong learning initiatives into organisational strategies to foster innovation and competitiveness in the public sector. By prioritising continuous learning, governmental organisations can ensure that their workforce remains up-to-date with evolving trends and best practices, enabling them to tackle complex challenges more effectively and drive sustainable development.

6.4 Conclusion

The discussion of research findings in this chapter highlights the intricate relationship between public sector leadership and economic development in South Africa. Thematic analysis revealed a myriad of challenges confronting governance structures, including issues of transparency, accountability, bureaucratic inefficiencies, political instability, and corruption. These challenges, in turn, have had far-reaching implications for the country's economic trajectory, hampering private sector investment, stifling innovation, and exacerbating socio-economic inequalities. However, in response to these challenges, a comprehensive leadership framework is proposed, emphasising the importance of transparency, accountability, inclusivity, and innovation in driving governance effectiveness and economic growth. By implementing anti-corruption measures, enhancing public sector capacity, promoting stakeholder engagement, and leveraging technology, the framework aims to create an enabling environment for sustainable development and inclusive prosperity in South Africa. Overall, this chapter underscores the critical role of effective leadership in shaping the socio-economic landscape of the country and provides a roadmap for fostering positive change and advancement.

CHAPTER SEVEN: SUMMARY, CONCLUSION AND RECOMMENDATIONS

7.1 Introduction

This chapter provides a comprehensive overview of the study's key findings, synthesizing insights from previous chapters to offer a cohesive summary. The extent to which the study's objectives have been achieved and research questions addressed is evaluated, forming the basis for the conclusions drawn. Based on these findings, recommendations are proposed to address the identified challenges within South Africa's public sector leadership. The proposed Public Sector Leadership Framework is introduced, aimed at enhancing economic development in the country. Additionally, the chapter discusses the implications of the study, acknowledges its limitations, and suggests directions for future research. The significant contributions of the research to the field are also highlighted.

7.2 Summary of the Key Findings

The study uncovered a multitude of key findings that highlight the challenges confronting public sector leadership in South Africa and the far-reaching implications for economic development. Institutional weaknesses emerged as a pervasive issue within the public sector, characterised by bureaucratic inefficiencies, fragmented governance structures, and limited institutional capacity. These weaknesses hampered the government's ability to formulate and implement effective policies, resulting in suboptimal outcomes in service delivery and economic development.

Additionally, historical inequalities, rooted in South Africa's apartheid past, continue to pose significant hurdles to progress, perpetuating disparities in access to resources, opportunities, and basic services among different population groups. The persistence of corruption and a lack of accountability further compound these challenges, undermining trust in government institutions and eroding investor confidence.

Policy uncertainty emerged as another significant obstacle, with inconsistent policy frameworks and frequent regulatory changes deterring investment and stifling economic growth. The erosion of investor trust due to governance failures and corruption scandals has

adverse effects on economic development, hindering foreign direct investment and impeding corporate competitiveness.

Moreover, inefficiencies in governmental service delivery, marked by bureaucratic red tape and corruption, pose significant barriers to socio-economic development, undermining public trust and hindering the delivery of essential services.

These findings collectively underscore the pressing need for comprehensive reforms in public sector leadership to address these challenges and unleash South Africa's economic potential. By tackling issues such as corruption, policy uncertainty, and institutional weaknesses, policymakers can create an enabling environment for inclusive growth, investment, and development.

7.3 Recommendations

Several recommendations are proposed to address the challenges identified within South Africa's public sector leadership landscape. Firstly, comprehensive leadership training and development programs are recommended to be implemented, tailored to the specific needs and challenges faced by public sector leaders. These programs would equip leaders with the necessary skills, knowledge, and capabilities to navigate complex governance environments effectively.

Secondly, structured performance evaluation and feedback systems should be established to promote accountability and transparency within governmental organisations. These systems would provide mechanisms for evaluating leadership performance objectively and identifying areas for improvement, fostering a culture of continuous growth and development.

Thirdly, mentorship and leadership development initiatives are recommended to cultivate a pipeline of skilled leaders capable of addressing the multifaceted challenges within the public sector. Pairing emerging leaders with experienced mentors and providing structured leadership development opportunities would nurture talent and strengthen leadership capabilities.

Furthermore, bureaucratic processes are to be streamlined, and inconsistencies within governmental systems addressed to enhance transparency, efficiency, and responsiveness. Simplifying administrative procedures and eliminating unnecessary red tape, improve service delivery and create an environment conducive to innovation and growth.

Additionally, sufficient budgetary allocations for development initiatives, particularly for training programs, are being proposed. Adequate funding would support the implementation of comprehensive leadership training and development initiatives, enabling leaders to acquire the necessary skills and competencies to drive positive outcomes.

Moreover, ethical leadership principles are to be promoted, and robust accountability mechanisms suggested to establish trust and effectiveness within governmental organisations. Upholding moral values and ensuring transparent decision-making processes would enhance public trust and organisational integrity.

Embracing adaptability and flexibility within leadership frameworks is deemed crucial to navigate dynamic economic conditions effectively. Leaders who prioritise adaptability are better equipped to respond to changing circumstances and drive sustainable economic growth through innovation and inclusivity.

Enhanced stakeholder engagement and collaboration are essential to driving positive outcomes and enhancing resilience within organisations and communities. By fostering partnerships and facilitating meaningful dialogue among stakeholders, governments could develop innovative solutions to address complex societal challenges.

Promoting governance transparency through transparent decision-making processes and disclosure of information related to government activities is vital. Strengthening checks and balances within governance mechanisms is essential for preventing corruption and abuse of authority.

Furthermore, implementing comprehensive whistleblower protection mechanisms is deemed necessary to safeguard individuals who report misconduct or unethical behaviour within organisations. Protecting whistleblowers would promote accountability and integrity within governmental organisations.

Promoting diversity in leadership is recommended to ensure fair representation and address systemic biases within governmental organisations. Embracing diversity and inclusivity would enhance decision-making processes and fostered organisational effectiveness.

Fostering meaningful citizen engagement strategies will enhance democratic governance and decision-making processes. Engaging citizens in policy development and implementation would promote transparency and accountability within governmental organisations.

Leveraging technology to enhance transparency, efficiency, and accessibility in governance processes is deemed as being imperative. Embracing technological innovations would streamline administrative procedures, improve service delivery, and enhance public participation in governance.

Lastly, fostering a culture of continuous learning through ongoing professional development and capacity-building initiatives is considered as being highly essential. Investing in the continuous development of leaders would ensure that the workforce remained agile, adaptable, and capable of addressing emerging challenges effectively.

7.4 The Public Sector Leadership Framework

The Public Sector Leadership Framework developed in this study aimed to provide a systematic approach to address the intricate challenges encountered by public sector leadership in South Africa. It was crafted based on empirical research findings and expert insights, to offer a structured guide for enhancing governance effectiveness and driving economic development within the country.

7.4.1 Introduction to the Framework

The Public Sector Leadership Framework presented in this study offers a systematic approach to addressing the complex challenges faced by public sector leadership in South Africa. Grounded in empirical research and expert insights, this framework provides a structured guide for enhancing governance effectiveness and driving economic development within the country.

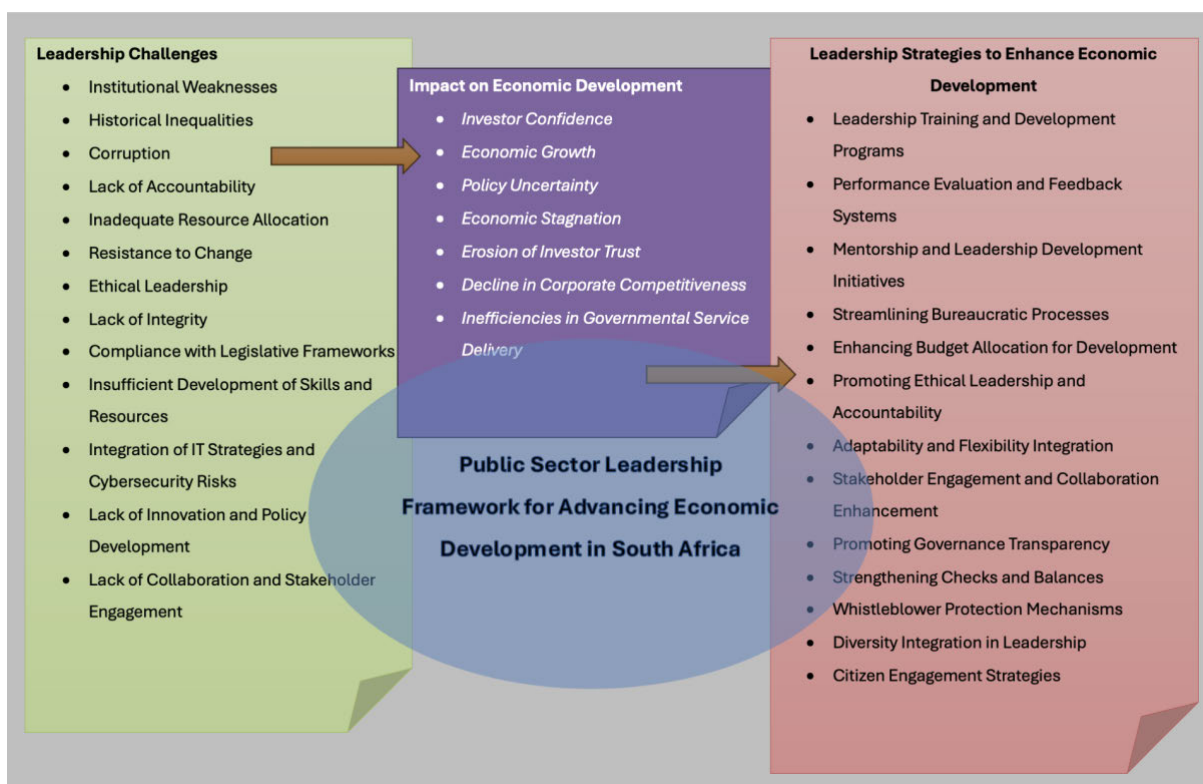
7.4.2 The Purposes of the Framework

The primary purposes of the Public Sector Leadership Framework is to empower government organisations in South Africa to overcome the multifaceted challenges impeding their ability to foster sustainable economic growth and development. By providing a comprehensive roadmap for addressing key leadership challenges and implementing effective strategies, the framework aimed to catalyse positive change and promote the advancement of South Africa's socio-economic landscape.

7.4.3 The Framework

The Public Sector Leadership Framework for Advancing Economic Development in South Africa encompasses a multifaceted approach aimed at addressing the various challenges faced by public sector leadership and driving sustainable economic growth. This framework integrates several key components, including an analysis of leadership challenges, their impact on economic development, and strategies to enhance leadership effectiveness.

Figure 7.1: The Public Sector Leadership Framework for Advancing Economic Development in South Africa



Source: Author's own

Leadership Challenges

The framework identified a range of challenges confronting public sector leadership in South Africa. These challenges included institutional weaknesses, historical inequalities, corruption, lack of accountability, inadequate resource allocation, resistance to change, ethical leadership concerns, compliance issues with legislative frameworks, insufficient development of skills and resources, cybersecurity risks, lack of innovation and policy development, and limited collaboration and stakeholder engagement.

Impact on Economic Development

These challenges had significant implications for economic development in South Africa. They contributed to issues such as decreased investor confidence, economic stagnation, policy uncertainty, erosion of investor trust, decline in corporate competitiveness, and inefficiencies in governmental service delivery, all of which hindered the country's ability to achieve sustainable economic growth.

Leadership Strategies to Enhance Economic Development

The Public Sector Leadership Framework for Advancing Economic Development in South Africa encompassed a range of strategies aimed at addressing the multifaceted challenges faced by public sector leadership and fostering sustainable economic growth. At its core, the framework recognised the critical role of effective leadership in navigating complex socio-economic landscapes and driving positive outcomes for both governmental organisations and the broader society.

One of the key strategies proposed in the framework was the implementation of comprehensive leadership training and development programs. These programs were tailored to the specific needs of public sector leaders, aiming to enhance their skills, knowledge, and capabilities. By investing in the continuous development of leaders, governmental entities could ensure that their workforce was equipped to navigate intricate challenges and drive positive outcomes in their respective domains.

In addition to training programs, the framework emphasised the importance of establishing structured performance evaluation and feedback systems. These systems provided a framework for evaluating leadership performance and offering constructive feedback, thereby promoting accountability and identifying areas for improvement. Transparent performance evaluation mechanisms ensured that leaders were held accountable for their actions, fostering trust and credibility within the organisation.

Mentorship and leadership development initiatives emerged as essential components of the framework, offering personalised guidance and support to emerging leaders. By pairing emerging leaders with experienced mentors and providing structured leadership development opportunities, governmental organisations could nurture talent and cultivate effective leadership capabilities.

Furthermore, the framework highlighted the importance of streamlining bureaucratic processes to enhance transparency, efficiency, and responsiveness within the public sector. By reducing administrative obstacles and eliminating unnecessary red tape, governments could improve service delivery and create an environment conducive to innovation and growth.

Another critical aspect of the framework was the promotion of ethical leadership and accountability. Upholding moral values and ensuring transparency in decision-making processes enhanced public trust and organisational effectiveness. By prioritising ethical conduct and establishing robust accountability mechanisms, governmental organisations could foster a culture of honesty and fairness.

Moreover, the framework emphasised the need for adaptability and flexibility within leadership frameworks to navigate dynamic economic conditions and emerging challenges effectively. Leaders who prioritised adaptability were better equipped to respond to changing circumstances and drive sustainable economic growth through innovation and inclusivity.

Additionally, stakeholder engagement and collaboration enhancement were crucial strategies for driving positive outcomes and enhancing resilience within organisations and communities. By leveraging partnerships and facilitating meaningful dialogue among stakeholders, governments could develop innovative solutions to address complex societal challenges.

Promoting governance transparency was another key strategy outlined in the framework, as transparent decision-making processes and disclosure of information related to government activities were critical for enhancing accountability and preventing corruption. Strengthening checks and balances within governance mechanisms was essential for preventing the misuse of power and promoting fairness and transparency in decision-making.

Furthermore, establishing comprehensive whistleblower protection mechanisms safeguarded individuals who reported misconduct or unethical behaviour within organisations, thereby promoting accountability and integrity.

Lastly, promoting diversity in leadership ensured fair representation, addressed systemic biases, and fostered more informed decision-making. By embracing diversity and inclusivity, leaders could tap into the full potential of their workforce and drive enhanced organisational effectiveness.

Overall, the Public Sector Leadership Framework provided a comprehensive and integrated approach to addressing the challenges facing public sector leadership in South Africa. By

implementing these strategies, governmental organisations could foster effective governance, promote sustainable growth, and create an enabling environment for inclusive prosperity and societal advancement.

7.5 Implications of the Study

The study highlighted the critical importance of effective public sector leadership in shaping economic development and fostering sustainable growth within South Africa (Manala, 2020). Addressing the challenges identified in the study and implementing the proposed framework could have far-reaching implications for the socio-economic landscape of the country.

Firstly, effective public sector leadership it was deemed essential for driving economic development by promoting stability, efficiency, and accountability within governmental institutions (Ansell & Gash, 2019). The findings highlighted various challenges facing public sector leadership in South Africa, including institutional weaknesses, historical inequalities, corruption, and inadequate resource allocation (Boyne & Meier, 2019). Addressing these challenges was crucial for creating an environment conducive to economic growth, as instability and inefficiencies within the public sector could deter investment, hinder service delivery, and undermine investor confidence.

Secondly, the implementation of the proposed leadership framework could lead to improved governance effectiveness and better service delivery outcomes (Makhura & Khumalo, 2017). By promoting ethical leadership, enhancing accountability mechanisms, and fostering transparency in decision-making processes, the framework aimed to instill public trust, strengthen institutional integrity, and enhance the quality of public services (Brown, 2015). This, in turn, could contribute to increased investor confidence, improved regulatory compliance, and greater efficiency in resource allocation, all of which were essential drivers of economic development.

Furthermore, the study's implications extended beyond the realm of economic development to encompass broader societal benefits (Cox & Blake, 2019). Effective public sector leadership could play a vital role in addressing social challenges, promoting social cohesion, and advancing inclusive development (Mathebula & Chauke, 2018). By prioritising stakeholder engagement, embracing diversity in leadership, and promoting citizen participation in governance processes, the framework sought to ensure that the benefits of economic development were equitably distributed across society.

Overall, the study's implications emphasised the interconnectedness between public sector leadership and socio-economic development outcomes. By addressing the identified challenges and implementing the proposed framework, South Africa could pave the way for sustainable growth, inclusive prosperity, and enhanced well-being for its citizens. However, realising these benefits would have required concerted efforts from policymakers, organisational leaders, civil society actors, and other stakeholders to prioritise effective leadership, foster institutional resilience, and drive positive change across all levels of governance.

7.6 Limitations of the Study

The limitations of this study were acknowledged despite the valuable insights provided into the challenges facing public sector leadership in South Africa. Firstly, the generalisability of the findings may have been limited due to the specific focus on South Africa's unique socio-political and economic context (Manala, 2020). It was noted that the dynamics of public sector leadership and governance could vary significantly across different countries and regions, potentially rendering the findings of this study not directly applicable to other contexts (Ansell & Gash, 2019).

Furthermore, it was pointed out that the study's focus on leadership challenges may have overlooked other factors contributing to economic development in South Africa, such as broader macroeconomic trends, social factors, or geopolitical influences (Maphosa & Dlodlo, 2019). Future research was encouraged to adopt a more holistic approach to examine the multifaceted nature of economic development and consider the interactions between various factors.

Finally, the study's recommendations for addressing public sector leadership challenges were noted to be based on theoretical frameworks and expert opinions. While these recommendations offered valuable insights, it was observed that their practical implementation and effectiveness might vary in real-world contexts (Peters & Pierre, 2019). Future research was suggested to benefit from empirical studies evaluating the impact of specific interventions on governance effectiveness and economic development outcomes.

Addressing these limitations could pave the way for future research building upon the findings of this study and contributing to a deeper understanding of the complex dynamics between public sector leadership and economic development.

7.7 Recommendations for Future Studies

Future studies could explore the effectiveness of specific interventions proposed in the framework, examine the impact of leadership development programs on organisational performance, and investigate cross-country comparisons to identify best practices in public sector leadership.

In future research endeavours, it is imperative to delve deeper into various aspects of public sector leadership and governance to continually refine and improve existing frameworks. One avenue for exploration is to rigorously evaluate the effectiveness of specific interventions proposed within the framework developed in this study. By conducting longitudinal studies and employing robust evaluation methodologies, researchers can assess the impact of these interventions on governance structures, economic development outcomes, and overall societal well-being.

Additionally, there is a pressing need to investigate the impact of leadership development programs on organisational performance within the public sector (Walters & Smith, 2021). Future studies could employ mixed-methods approaches to examine how leadership training initiatives translate into tangible improvements in service delivery, stakeholder engagement, and innovation capacity (Khan & Musungu, 2020). By capturing both quantitative performance metrics and qualitative insights from key stakeholders, researchers can provide nuanced insights into the mechanisms through which leadership development programs contribute to organisational effectiveness (Clark & Miller, 2019).

Furthermore, cross-country comparisons offer valuable opportunities to identify best practices in public sector leadership and governance (Makhura & Khumalo, 2018). By examining governance structures, policy frameworks, and leadership practices across different countries and contexts, researchers can identify transferable lessons and insights that can inform policy decisions and reform efforts (Tshuma & Moyo, 2020). Comparative studies enable researchers to contextualise their findings within broader global trends and identify innovative approaches to addressing common governance challenges (Miceli & Near, 2021).

Overall, future studies should aim to build upon the findings of this research by evaluating the effectiveness of proposed interventions, exploring the impact of leadership development programs, and conducting cross-country comparisons to identify best practices. By employing rigorous research methodologies and engaging with diverse stakeholders, researchers can contribute to the ongoing discourse on public sector leadership and governance, ultimately driving positive change and advancing the collective goal of sustainable development.

7.8 Contributions of the Study

This study makes a significant contribution to the body of knowledge by offering a comprehensive analysis of the public sector leadership challenges in South Africa and presenting a practical framework aimed at enhancing governance effectiveness and driving economic development. The research underscores the critical role of effective leadership in shaping the socio-economic landscape, providing a clear roadmap for fostering positive change and advancement in the country.

The first major contribution is the detailed examination of public sector leadership challenges in South Africa. This study enhances our understanding of governance issues within a developing economy, identifying key challenges such as corruption, institutional weaknesses, and historical inequalities (Kanyenze et al., 2020). It sheds light on the complex interplay between leadership dynamics and economic development outcomes, thereby enriching the existing literature.

Secondly, the study proposes a practical framework for improving governance effectiveness. This framework is developed by synthesizing insights from both the literature and empirical findings, offering actionable strategies to address public sector leadership challenges (Brown & Jackson, 2020). It serves as a valuable resource for policymakers, practitioners, and scholars who are focused on improving governance structures and driving positive change in South Africa (Smith & Kuhn, 2021).

Furthermore, the study highlights the critical role of effective leadership in shaping the socio-economic landscape. It demonstrates the impact of leadership challenges on investor confidence, economic growth, and service delivery, emphasizing the necessity for strong, ethical leadership to foster trust, accountability, and transparency within governmental institutions (Mulgan, 2018). This recognition of leadership's pivotal role in driving socio-economic outcomes adds depth to the existing literature and underscores the importance of

leadership development initiatives in achieving sustainable development goals (Ansell & Gash, 2019).

Lastly, the study provides concrete recommendations for addressing governance challenges and promoting economic development, offering stakeholders a clear path towards building more resilient and effective governance structures (Maphosa & Dlodlo, 2018). These recommendations are designed to empower stakeholders to take proactive steps towards meaningful reform efforts, contributing to the long-term prosperity and equitable development of South Africa (Emerson et al., 2017).

Through its rigorous analysis and actionable recommendations, this study seeks to inform policy and practice, driving meaningful progress towards a more prosperous and equitable future for South Africa.

7.9 Conclusion

In this chapter, a summary of the findings, conclusions and recommendations were presented. This research highlights the intricate relationship between public sector leadership and economic development in South Africa. The identified challenges underscore the urgent need for comprehensive reforms to enhance governance effectiveness and drive sustainable growth. The proposed Public Sector Leadership Framework offers a practical approach to address these challenges and create an enabling environment for inclusive prosperity. By implementing the recommendations and leveraging the framework, South Africa can overcome governance deficits, promote transparency and accountability, and unlock its full economic potential. Effective leadership is paramount for shaping a brighter future for South Africa and its people.

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ANNEXURE I: RESEARCH INSTRUMENT (INTERVIEW GUIDE)

INTRODUCTION

This document provides details of the Interview Schedule to be used in the research. The schedule contains information about the research objectives and the research questions. The research will utilise an interview guide and selected participants will be interviewed individually. The interviews will be recorded for further analysis. All answers will be confidential and stored safely.

TITLE: DEVELOPING A PUBLIC SECTOR LEADERSHIP FRAMEWORK FOR ADVANCING ECONOMIC DEVELOPMENT IN SOUTH AFRICA

The primary objective of this study is to is to develop a public sector leadership framework which will contribute to achieving higher economic development by being sensitive to South Africa as a developing economy.

SECTION A: BIOGRAPHICAL INFORMATION

1. Age Category

Less than 30 years	
31 – 40 years	
41 – 50 years	
Above 50 years	

2. Gender

Female	
Male	
Prefer not to say	

3. Qualifications

Certificate	
Diploma	
Undergraduate Degree	
Honours Degree	
Master's Degree	
Doctorate Degree	
Other	

4. Duration of employment

Less than 1 year	
1-5 years	
6 – 10 years	
11 – 15 years	
More than 15 years	

SECTION B: TO CRITICALLY ANALYSE THE PUBLIC SECTOR LEADERSHIP CHALLENGES IMPACTING SOUTH AFRICA’S ECONOMIC DEVELOPMENT

5. What are the legislations underpinning the public sector leadership in South Africa?

6. How is such legislation incorporated in the public sector leadership?

7. What is the main leadership style adopted in the public sector in South Africa?

8. How is the leadership style or approach designed in the public sector of South Africa?

9. In what ways is the public leadership sector leadership challenged during its implementation stage?

10. What are the main public sector leadership challenges encountered in departments or organisations?

11. What are the root causes of the public sector leadership challenges impacting South Africa's economic development?

12. In what ways are the public sector leadership challenges impacting South Africa's economic development transforms?

SECTION C: TO CRITICALLY EXAMINE THE IMPACT OF PUBLIC SECTOR LEADERSHIP CHALLENGES ON THE ECONOMIC DEVELOPMENT OF SOUTH AFRICA

13. What are the connections between public sector leadership and economic development in an emerging economy?

14. In what ways does the public sector leadership affect the levers of economic growth?

15. In what ways does the public sector leadership challenges affect economic growth and production drivers?

16. What is the impact of the public sector leadership challenges on the economic development of South Africa?

17. How does the impacts of the public sector leadership challenges on the economic development of South Africa manifests?

18. What are the symptoms of public sector leadership challenges impacts in an emerging economy?

SECTION D: TO DEVELOP A LEADERSHIP FRAMEWORK WHICH WILL CONTRIBUTE TO ADDRESSING THE PUBLIC SECTOR LEADERSHIP CHALLENGES AND ADVANCE THE ECONOMIC DEVELOPMENT OF SOUTH AFRICA

19. What strategies and mechanisms does the public sector use in addressing the leadership challenges?

20. What are the loopholes and shortcomings of mechanisms used to address the public sector leadership challenges in South Africa?

21. Given the emerging economies' economic status, what leadership aspects should be considered for designing public sector leadership that allows economic development?

22. What actions are not performed or additionally performed outside the public sector leadership framework?

23. What elements are absent in the mechanisms formulated for mitigating public sector leadership challenges to enable economic development in South Africa?

24. What kind of a leadership framework will contribute to addressing the public sector leadership challenges and advance the economic development of South Africa?

ANNEXURE II: INFORMED CONSENT LETTER



UNIVERSITY OF KWAZULU-NATAL
Graduate School of Business & Leadership

Researcher: Mr. Shoayb Sheik-Emam (Telephone number: + [REDACTED]) (Email: 222106930@stu.ukzn.ac.za)

Supervisor: Professor Krishna Govender (Telephone number: + [REDACTED]) (Email: govenderk@ukzn.ac.za)

Research Office: Humanities & Social Sciences Research Ethics Administration, Govan Mbeki Building, Westville Campus, Tel: + 27 (0)31 260 8350, Email: hssreclms@ukzn.ac.za

Dear Participant,

I hope this letter finds you well. My name is Shoayb Sheik-Emam, and I am a Doctorate in Business Administration (DBA) student at the University of Kwa-Zulu Natal (UKZN). As part of my research, I am conducting a study on "Developing a Public Sector Leadership Framework for Advancing Economic Development in South Africa." I am writing to invite you to participate in this research project.

Your participation in this study is entirely voluntary, and you have the right to refuse to participate or withdraw from the project at any time without facing any negative consequences. There will be no monetary gain from participating in this research project.

I assure you that all information shared during the study will be treated with strict confidentiality and anonymity. Only the researcher and the Graduate School of Business & Leadership, UKZN, will have access to the collected data. The data will be used solely for research purposes and will be securely destroyed after 5 years.

I am pleased to inform you that this study will undergo ethical review and approval by the UKZN Humanities and Social Sciences Research Ethics Committee. Your well-being and privacy are of utmost importance, and all measures will be taken to protect your rights and interests throughout the research process.

The interview is estimated to take approximately 30 to 45 minutes to complete. Your valuable insights and perspectives will contribute significantly to the development of the public sector leadership framework and its implications for South Africa's economic development.

Thank you for considering this invitation. If you have any questions or require further information regarding the research project, please do not hesitate to contact me.

Your participation in this research will be highly appreciated, and I look forward to your positive response.

Sincerely,

Mr. Shoayb Sheik-Emam

Doctorate in Business Administration (DBA)

University of Kwa-Zulu Natal (UKZN)

Student Number: 222106930

ANNEXURE III: GATEKEEPER'S LETTER (PERMISSION LETTER)



22/07/2023

Dear Mr. Sheikh,

I am pleased to grant you permission to undertake a research for your DBA research thesis, titled "Developing a public sector leadership framework for advancing economic development in SA: Department of Communication and Digital Technologies". I recognize the importance of your research topic, and I am glad to offer you the necessary assistance you may require.

Your research proposal aims at identifying the critical leadership skills and practices the Department of Communication and Digital Technologies in South Africa needs to enhance economic development. I acknowledge the role of Digital Technologies in today's world, and I believe that your research project will contribute significantly to the improvement of the sector.

As you develop your research, I would like to offer you the following guidelines:

1. During your research, you will be required to respect the confidentiality and privacy policies of the Department of Communication and Digital Technologies.
2. Ensure that you obtain ethical clearance from your university before conducting any research, and observe all ethical guidelines when carrying out your research.
3. Since your research project may require interviews, please ensure that you obtain consent from individuals or groups you intend to question.



4. I encourage you to provide feedback to the Department of Communication and Digital Technologies after you have completed your research.

Additionally, I would like to offer you any assistance you may require concerning your research project. Please feel free to contact me anytime should you have any queries or concerns.

Once again, congratulations, and I wish you the best of luck with your research project.

Sincerely,
Administration Manager

Pretty Molefe



+27(0)12 427 8000

ANNEXURE IV: UNDERSTANDING PLAGIARISM CERTIFICATE



CERTIFICATE OF COMPLETION

This is to certify that

Shoayb Sheik Emam

Has successfully completed the

**UNDERSTANDING PLAGIARISM
ONLINE SHORT COURSE**

Administered by

The University Teaching and Learning Office (UTLO)

Issued date: 8 March 2023



Professor Rubby Dhunpath
Director: Teaching and Learning



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ANNEXURE V: ETHICAL CLEARANCE CERTIFICATE



31 August 2023

Shoayb Sheik Emam (222106930)
Grad School of Bus & Leadership
Westville Campus

Dear SS Emam,

Protocol reference number: HSSREC/00006046/2023

Project title: Developing a public sector leadership framework for advancing economic development in South Africa

Degree: DBA

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 23 August 2023 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 31 August 2024.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

HSSREC is registered with the South African National Health Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd

Humanities and Social Sciences Research Ethics Committee

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Telephone: +27 (0)31 260 8350/4557/3587 Email: hssrec@ukzn.ac.za Website: <http://research.ukzn.ac.za/Research-Ethics>

Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

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