

**LEADERSHIP STYLES WITHIN THE SOUTH AFRICAN POLICE SERVICE:  
A CASE OF NATIONAL HEAD OFFICE DIVISIONS AND COMPONENTS**

by

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## DECLARATION

I, Sandra Ann Pillay, student number 36788937, hereby declare that *Leadership styles within the South African Police Service: A case of National Head Office Divisions and Components*, which I submit in accordance with requirements for the degree of Master of Administration in Public Administration at the University of South Africa, is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references. I declare that this work has not been submitted before for any other degree at any other institution.

A handwritten signature in black ink, appearing to read 'Sandra Ann Pillay', written over a horizontal line.

**SIGNATURE**

**4 January 2023**

**DATE**

## DEDICATION

This work took many hours of family time, but I have finally done it. With the discipline and courage that I have had to learn and appreciate, I dedicate my dissertation to my family and special friends. I thank God our Father for his blessings, strength and courage that saw me through to the end.

A special feeling of gratitude to my husband, Deno whose love and support I value and treasure. Thank you for understanding how much this academic journey meant for me.

A few very special friends who have given me much encouragement and support through this process.

To my siblings, nieces and nephews, it is only through education that I can hope to influence you all; towards a better-fulfilled life.

As a token of commitment and dedication to my son, Dean Pillay. Reach for the stars in all that you do in life, son. The world owes us nothing. If you have an opportunity to make a difference in this life on earth – do so, but do it with humility. **Always stay true to yourself.**

***To present and future leaders of the SAPS***

*We get to influence the opinions and behaviours of those we lead.*

*It is in our daily action and behaviour that we develop the leadership styles that will form their opinions of us as leaders.*

*Put the safety of our country and the SAPS as your employer first.*

*Strong men and women paved the way to build this organisation.*

*Let our leadership continue to build an organisation firmly grounded on integrity and professionalism.*

*The future of our children and our communities, of a safe and secure South Africa, lies in our hands.*

***Let history not judge us wrongly.***

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## **ABSTRACT**

The research problem for this study is that certain leadership styles negatively affect performance management and the organisational culture at the National Divisions and Components of the South African Police Service (SAPS). To achieve the overall aim of the study namely, to investigate leadership styles and ethical leadership in the public sector and the ways in which leadership influences performance management and the organisational culture at the National Divisions of the SAPS, online interviews were conducted with Major Generals and Brigadiers of the Operational and Support Divisions at national level. Commanders of the Strategic Management Office were requested to complete an online questionnaire.

The participants within the National Divisions and Components of the SAPS confirmed that there is a relationship between leadership styles and performance management and organisational culture. Based on the responses, it was deduced that the laissez-faire or delegative leadership style is the dominant leadership style practiced at the National Divisions and Components of the SAPS.

Within the Operational and Support Divisions, the managers do discuss with the management team in specific terms who is responsible for achieving specific performance targets. However, there seems to be a gap in the alignment of goals across the various levels of the SAPS. Despite having a strategic plan, the majority of the participants indicated that the individual performance of employees does not support organisational performance.

The study concluded that the command and control leadership style is part of the culture of the SAPS and, as such, determines the behaviours of its leaders, managers and members, but hinders creativity. The majority of the participants felt that the culture of the SAPS makes it difficult for the organisation to adjust to internal and external changes.

Recommendations were made to the SAPS to enhance ethical leadership to improve performance management and the organisational culture.

## **KEY CONCEPTS**

Command and control leadership style

Decision-making

Employees

Ethical leadership

Ethics

Laissez-faire leadership style

Leadership

Leadership style

Mutual trust

Organisational culture

Organisational goals

Performance management

Policing

South African Police Service (SAPS)

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## ACRONYMS AND ABBREVIATIONS

ACRONYM/ ABBREVIATION	DESCRIPTION
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
CSPS	Civilian Secretariat for Police Service Act 2 of 2011
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
COVID-19	Coronavirus disease of 2019
IJS	Integrated Justice System
MEC	Member of the Executive Council
MISP	Management Information and Strategic Management Personnel
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
PPE	Personal Protective Equipment
SA	South Africa
SAPS	South African Police Service
SAPS Act	South African Police Service Act 68 of 1995
SONA	State of the Nation Address
SPSS	Statistical Package for the Social Sciences
Unisa	University of South Africa



## **CHAPTER 1: GENERAL INTRODUCTION**

### **1.1 INTRODUCTION**

The South African Police Service (SAPS) espouses the application of ethics and integrity as key contributors to the establishment of a capable institution. As such, the SAPS views leadership stability of critical importance for a constructive organisational culture that endorses effective performance. Ethical leadership and commitment are thus required to establish a professional SAPS. It is required from an ethical leader to act and make decisions reasonably and justly, and this is demonstrated in the way people are treated, the attitudes of leaders, and the direction in which an organisation, project or initiative is steered. At the SAPS, ethical leadership must guide decisions and actions for sustainable, effective service delivery. The consistent application of the rules that govern the behaviour and conduct of police officers and officials is critical to ensure effective policing. Even more, the leadership styles of the management of the SAPS directly affect the performance and organisational culture of the institution.

Against this backdrop, this study evaluated the leadership styles of the SAPS to determine the predominant leadership styles practiced at the institution. In addition, the ways in which leadership influences performance management and the organisational culture at the National Divisions of the SAPS were also analysed. Recommendations were made to the SAPS to enhance ethical leadership at its National Divisions.

This chapter provides the background and rationale for the study to contextualise it within the discipline of Public Administration. Also provided are the problem statement, guiding research question and study objectives. The significance of the study is highlighted before frequently used key concepts are defined. The research design and methodology are elaborated on in terms of the site population and sample sizes. In addition, data collection and the data collection instruments used in this study are presented. The chapter concludes with ethical considerations, limitations of the study, and the outline of the dissertation. The following background and rationale indicate why this study was necessary.

## 1.2 BACKGROUND AND RATIONALE

Leaders, including leadership in the South African public sector, do more than manage people: they inspire and excite others around a clear strategy and spur them to action. High impact leadership therefore has the ability to influence the nature of the organisational culture. Leadership has a direct influence on the performance of an organisation and its employees. Leadership commitment and the provision of clear strategic direction are essential to ensure an ethical culture and thus become non-negotiables in effective service delivery (Northouse, 2019:3).

The case study in this research is the National Divisions and Components of the SAPS. The SAPS has a critical role to play in the realisation of government's reconstruction and recovery initiatives by providing policing services to the citizens of the country. The SAPS derives its mandate from Section 205 of the Constitution of the Republic of South Africa, 1996 (Constitution), which specifies the objectives of policing as the prevention, combat and investigation of crime. This mandate places the SAPS at the forefront of government initiatives because a safe and secure country is a prerequisite for socioeconomic development. The SAPS must maintain public order and protect the inhabitants of the Republic and their property. In essence, effective policing is to uphold and enforce the law (Constitution, 1996:Section 205). In addition to the Constitution, the National Development Plan (NDP) of 2011 is very specific in its recommendations for the SAPS political and operational environment. The NDP makes recommendations for achieving safer communities, which also include proposals to enhance policing. Professionalising the SAPS is highlighted as one of the essential responsibilities of ethical leadership (NDP, 2011:350). The SAPS is committed to establishing a professional and capable SAPS, as it is not only a long-term requirement associated with the NDP but also essential to achievement of the outcomes and outputs that the SAPS has embedded in its Strategic Plan and Annual Performance Plans (SAPS, 2020(a):7; SAPS, 2020(b)).

The SAPS exists to assist in the enforcement of the social contract and legal framework by which society operates. To do this, police are awarded with a wide range of state-sanctioned discretionary powers, including the use of force and the power of arrest. These powers are in most circumstances employed by junior members who work in pairs or in small groups beyond the scrutiny of any immediate organisational

oversight. Interaction with communities often occurs beyond public and organisational observation and often involves contact with lawbreakers and criminals. When one of these group members, or the group as a collective, breaks SAPS policy and procedure, integrity violation occurs. Whatever the misconduct – be it corruption, use of excessive force, or other violations of integrity that manifest within the SAPS – these must be understood as part of the organisational culture. The culture develops in a work-related environment that is shaped by SAPS leadership and members and has been moulded by the history and social factors of the South African context (Omeni, 2022:2).

The majority of performance indicators in the 2022/23 Annual Performance Plan of the SAPS are dependent on the expertise of SAPS managers and members deployed at police stations across the country as well as the availability and quality of the resources they have at their disposal. Unfortunately, the SAPS often faces reputational issues pertaining to the performance of its members – from criminal behaviour and integrity violations to a lack of service delivery. It is therefore the responsibility of all SAPS employees, including SAPS leadership, to ensure that ethical conduct and accountability are primary concerns. There must be continued focused development of SAPS leaders and members to improve the quality of service delivery at police stations. Leadership and leadership styles in the SAPS are therefore considered factors that have an indisputable influence on organisational and employee performance (Parliament of the Republic of South Africa, 2017; SAPS, 2022(a):15).

### **1.3 PROBLEM STATEMENT AND RESEARCH QUESTIONS**

The research problem for this study is as follows:

Certain leadership styles negatively affect performance management and the organisational culture at the National Divisions and Components of the South African Police Service (SAPS).

The following research questions have been formulated to address the research problem:

- What is meant by the concepts *leadership styles* and *ethical leadership* in the public sector?

- What leadership styles are practiced at the National Divisions of the SAPS and what is the predominant leadership style?
- In which ways does leadership influence performance management at the National Divisions of the SAPS?
- In which ways does leadership influence the organisational culture at the National Divisions of the SAPS?
- What recommendations can be made to the SAPS to enhance ethical leadership at its National Divisions?

The next section provides the aim and objectives of the study by outlining exactly what the study intended to achieve.

#### **1.4 AIM AND OBJECTIVES**

The overall aim of this study was to investigate leadership styles and ethical leadership in the public sector and the ways in which leadership influences performance management and the organisational culture at the National Divisions of the SAPS.

This study thus sought to contribute to the understanding and knowledge of leadership styles and ethical leadership in public administration through the following objectives:

- Objective 1: To analyse the meaning of the concepts *leadership styles* and *ethical leadership* in the public sector.
- Objective 2: To critically evaluate the leadership styles practiced at the National Divisions of the SAPS to determine the predominant leadership style.
- Objective 3: To analyse the ways in which leadership influences performance management at the National Divisions of the SAPS.
- Objective 4: To analyse the ways in which leadership influences the organisational culture at the National Divisions of the SAPS.
- Objective 5: To formulate recommendations to the SAPS to enhance ethical leadership at its National Divisions.

## **1.5 SIGNIFICANCE OF THE STUDY**

Hald, Gillespie and Reader (2021:462) held that leadership styles impact on employees through job satisfaction, performance and behaviour. Bachmann (2017:27) submitted that an ethical leadership style impacts on the performance of employees in the workplace as well as on their commitment in law enforcement, and that ethical leadership supports positive relationships, commitment and organisational culture. Demirtas and Karaca (2020:88-89) maintained that there is a need for more adaptive and flexible leadership because of changes and challenges that contemporary public institutions face. This is to provide for leaders to be flexible to situations with which they are confronted and to provide opportunity for creativity and innovation between the leader and their team to solve complex problems.

The study contributes to the growing body of literature on leadership styles and ethical leadership in the public sector in South Africa. In addition, the study exposed and brought to the fore how leadership affects the performance and organisational culture at the National Divisions of the SAPS. The interaction with the Major Generals and Brigadiers of the Operational and Support Divisions as well as the Commanders from the Strategic Management Office provided valuable information. Most critically, the study makes recommendations of practical and policy importance about the ways in which ethical leadership influences performance management and the organisational culture at the National Divisions of the SAPS. The findings and conclusions of this study therefore contributed practically to the case under investigation.

This study thus sought to contribute to the existing knowledge of leadership styles and ethical leadership in the discipline Public Administration. The potential benefits of the study are:

- Empowerment and understanding of the top leadership styles within the SAPS.
- Clarity on the influence of leadership styles on performance management and organisational culture.

Given that several concepts are used in this study and to avoid ambiguity, it is important to define certain terms and the contexts in which they are used.

## 1.6 CLARIFICATION OF CONCEPTS

Each key concept used in the study is defined to put its meaning into perspective in the broader context of the study.

- **Ethical leadership** – According to research by Brown, Trevino and Harrison (2010:29), ethical leadership is the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships and the promotion of such conduct among followers. It is generally accepted that ethical leaders are honest and trustworthy. Beyond that, Cashman (2008:51) emphasised that ethical leaders are seen to be fair. Saleh, Akib, Rifdan and Malago (2021:5210) examined the relationship between ethical leadership and organisational performance and proposed that this relationship directly relates to the manager's personal reputation and performance.
- **Ethics** – Ethics refers to the personal values, ideas or beliefs that influence a person's conduct as well as universal standards of what is right and wrong or acceptable and unacceptable. Ethics is about how we ought to live, treat others, and manage our lives and organisations. In this study, the concept of ethics refers to the values and principles of conduct that apply to a police officer and involves aligning personal conduct to organisational values (DPSA, 2014:3).
- **Ethics officer** – SAPS officers responsible for promoting integrity and ethical behaviour to ensure organisational integrity in terms of its policies, procedures and practices. Ethics officers are also required to identify and report unethical behaviour and corrupt activities to Heads of Departments and to administer and manage the implementation of the Public Sector Integrity Management Framework (DPSA, 2014:3).
- **Good governance** – Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal. The concept of efficiency in the context of good governance also covers the sustainable use of natural resources and protection of the environment. Good governance implies the expression of ethical values and standards. As such, compliance should also be understood to be an ethical

imperative for the governance of government departments (Ethics Institute of SA, 2021:7).

- **Integrity** – Integrity means steadfast adherence to a strict moral and ethical code, policy or legal instruments or preceding codes. Police integrity refers to demonstrating the qualities of uprightness, soundness and honesty and is the most basic requirement in the discharge of police duties to instil confidence in the organisation (DPSA, 2014:7).
- **Integrity management** – Integrity management refers to systematically and completely reviewing, analysing and developing or safeguarding the ability of an organisation to combat breaches of integrity brought on by conflicting interests. Integrity management touches on issues of trust, credibility, purity, solidarity, involvement, intactness, sincerity and scrupulousness. For law enforcers, integrity management also refers to how delegated power and authority are used both within and outside the SAPS to deliver the expected service (Hough, 2020:14-15).
- **Leadership style** – A leadership style is a method of managing, directing, and motivating followers. Leadership styles define how leaders strategise their relationships with their followers. Knowing the leadership style is vital to gaining the loyalty of followers and increasing the effectiveness of the leader. Ethical leaders carry out impactful strategies in a righteous manner and provide actionable directives that get results (Demirtas & Karaca, 2020:88).
- **Management integrity** – Management integrity is the extent to which a perceiver believes that the organisation and the managers represent themselves and their motivating values accurately in their communications and engagements with employees (Ethics Institute of SA, 2021:35).
- **Organisational moral virtues or qualities** – These are the morally desirable characteristics of an organisation that collectively constitute the organisation's integrity. These characteristics include virtues and qualities such as consistency, achievability, supportability, clarity, visibility, discussability and sanctionability (Ethics Institute of SA, 2021:35).
- **Performance** – Performance is a multidimensional concept that determines organisational successes and failures. Performance refers to the attained

outcomes of actions through the skills of employees who perform in specific situations. It is also the contribution made by an individual in the accomplishment of organisational goals (Badul & Subban, 2022:115).

- **Personal integrity** – Personal integrity is the perceived degree of congruence between the values expressed by word and those expressed through action. It is the perceived level of match or mismatch between the espoused and the enacted (Ethics Institute of SA, 2021:70).
- **Police integrity** – The concept of police integrity is broadly defined based on related concepts, namely conscientiousness, commitment, competence, courage and inclusivity, incorruptibility, ethics and standards (Benson 2010:379-396). In this study, police integrity is about zero tolerance of corrupt, unethical or unacceptable behaviour and business conduct. It is a strategy to ensure that the SAPS is run ethically; underpinned by the moral duties and principles of good governance, namely fairness, responsibility, transparency and accountability (SAPS, 2020(c):10).
- **Work ethic and behaviour** – Work ethic refers to a set of behavioural rules that create a positive environment at work. A strong work ethic can lead to employees being fairly treated, which in turn motivates them and leads to employees developing a sense of loyalty towards the organisation. It also refers to an individual's attitude to organisational property, image, management control, goals and mission (Ethics Institute of SA, 2021:70).

The following section addresses the design and methodology followed to arrive at the conclusions and recommendations of the study.

## **1.7 RESEARCH DESIGN AND METHODOLOGY**

Research design and methodology offer the structure or plan used to collect and analyse data. It contains clear objectives, states the reasons for the selection of a particular case study, identifies the population and sample from which data will be collected, and explains the data collection instruments (Smith, 2021:34-36).



A quantitative approach, as defined by Graustein (2014:697), is an approach to research that is more formalised and explicitly controlled. Bloomfield and Fisher (2019:27-28) stated that the quantitative research approach uses numbers and a coding system by which different cases and variables are compared. Quantitative research relies on measurements and uses various scales. Numbers have the advantage of being exact and meaning the same thing in different social and cultural contexts. Another important advantage of numbers is that they can be analysed using descriptive and inferential statistics.

A qualitative approach is more concerned with understanding social phenomena from the perspectives of the participants (Bloomfield & Fisher, 2019:28). According to Smith (2021:37), qualitative research is interpretative research, and the inquirer is typically involved in a sustained and intensive experience with participants.

This study built on research conducted by Masilela (2017) to find profound relationships between leadership style, organisational culture, and organisational performance in the public sector – specifically in the SAPS. A quantitative as well as qualitative research design, therefore a mixed methods research design, was used for the purpose of this study.

### 1.7.1 Site population and sample size

Details of the participants of the research project are listed below in Table 1.1.

**Table 1.1: Site population and sample size**

<b>Groups</b>	<b>Participant groups targeted for the research</b>	<b>Site population size</b>	<b>Sample size</b>	<b>Age category of group</b>	<b>Sampling method</b>
Group 1	Major Generals and Brigadiers: Operational Division at national level	Eight	50% of the site population: = Four interviews	Older than 18 years but younger than 65	Convenience sampling

<b>Groups</b>	<b>Participant groups targeted for the research</b>	<b>Site population size</b>	<b>Sample size</b>	<b>Age category of group</b>	<b>Sampling method</b>
Group 2	Major Generals and Brigadiers: Support Division at national level	Eight	50% of the site population: = Four interviews	Older than 18 years but younger than 65	Convenience sampling
Group 3	Commanders of the Strategic Management Office	23	The entire site population was invited to complete the questionnaire: 22 questionnaires were returned.	Older than 18 years but younger than 65	Purposive sample (non-probability sample)

### **1.7.2 Sampling methods**

Convenience sampling was used to select the Major Generals and Brigadiers from the Operational Division and Support Division at national level. These senior managers have years of experience in policing, and their opinions added value to this study as they have exposure to top management. The researcher continued with the interviews until saturation was reached. Intuitively, the expectation was to conduct five interviews. However, if saturation could not be reached, the researcher would have conducted more interviews. Major Generals and Brigadiers who did not rise through the SAPS ranks (meaning they were appointed laterally) and did not have purely operational experience in policing were excluded from the study.

Convenience sampling is a type of non-probability sampling in which people are sampled simply because they are 'convenient' sources of data for researchers. Convenience sampling was selected because it is uncomplicated, and it was economical to accommodate the selection of half of the site populations of the Operational and Support Divisions. All components of the population were eligible.

Convenience sampling was appropriate because the Major Generals and Brigadiers were readily approachable to be a part of the sample.

Regarding the Commanders of the Strategic Management Office, the entire site population of 23 Commanders was invited to complete the questionnaire. The Commanders are Strategic Management Commanders who work directly with the Heads of the National Divisions and Components. They are responsible for performance management information. They have excellent experience in policing, and their opinions added value to this study as they have good exposure to the top management of the divisions in which they function.

### **1.7.3 Data collection instruments**

Semi-structured interviews were conducted online on MS Teams with the individual Major Generals and Brigadiers from the Operational and Support Divisions. The Commanders of the Strategic Management Office were requested to complete a questionnaire.

In addition, the performance plans and job descriptions of staff at the National Office were studied. These plans and job descriptions contain confidential information and are not in the public domain. Permission was requested to access and view these documents for academic purposes. The information in the documents was used for academic purposes only and not made available to any unauthorised persons. The confidentiality of the persons and the contents of the documents was respected. The five-year Strategic Plan of the SAPS and the Annual Performance Plan of the National Office of the SAPS, which are available in the public domain, were also studied to obtain relevant data.

## **1.8 ETHICAL CONSIDERATIONS**

Ethics clearance for this study was acquired from the Research Ethics Review Committee of the Department of Public Administration and Management of the University of South Africa (Unisa) prior to collecting data (Appendix A). Permission to conduct the study was requested from the SAPS (Appendix B), and data collection took place after permission to conduct the study was granted by the SAPS (Appendix C).

The participants were invited because of their extensive experience of the topic. Their views on the topic enabled the generation of a comprehensive illustration of leadership styles and ethical leadership in the public sector, specifically at the SAPS. The participants were neither subjected to any form of intervention or manipulation of their environment nor exposed to any harm or exploitation. It was accentuated that participation was voluntary and that participants were under no obligation to consent to participate. Those who decided to participate received an information leaflet (Appendix D) and were asked to sign an informed consent form (Appendix E). The participants were free to withdraw at any time and without providing a reason. The participants were informed of the nature, procedure and potential benefits of participation and were granted sufficient opportunity to pose questions and prepare to participate in the study. Each participant's privacy was respected throughout the research by the researcher not disclosing any private information. It is not possible to connect the participants to the responses provided. Thus, anonymity and confidentiality were considered critical elements of the study.

## **1.9 LIMITATIONS OF THE STUDY**

The focus of this study was leadership styles and ethical leadership in the public sector and the ways in which leadership influences performance management and the organisational culture at the National Divisions of the SAPS. Only a subset of the population was used during data collection, resulting in the limitation of not generalising the findings and recommendations. The findings of this research are therefore only applicable to the National Divisions of the SAPS and cannot be generalised to the entire SAPS or public sector.

Data collection for this study took place during Coronavirus disease of 2019 (COVID-19) restrictions. Changing from face-to-face to online appointments and getting appointments with the participants were inconvenient but doable. Despite these challenges, sound and trustworthy data was obtained.

## **1.10 OUTLINE OF CHAPTERS**

This dissertation comprises the following chapters:

### **Chapter 1: General Introduction**

Chapter 1, this chapter, introduces the study by outlining the background and context, research problem, research questions, and the aim and objectives. Chapter 1 also highlights the key concepts that are frequently used in the dissertation. The research design and methodology are briefly elaborated on in terms of the site population and sample sizes. In addition, the data collection instruments are presented. The chapter concludes with ethical considerations, limitations of the study, and this outline of the chapters of the dissertation.

### **Chapter 2: Literature Review**

In Chapter 2, leadership and ethical leadership are defined and leadership theories identified. Leadership styles are then described with reference to the autocratic, laissez-faire (delegative), and transactional leadership styles. Transformational and participative (democratic) leadership styles are included in the discussion as well as the servant, ethical and African leadership styles. The chapter then focuses on performance management in the public sector. An overview of the goal-setting and expectancy theories is included. The literature review concludes with a description of what is meant by organisational culture.

### **Chapter 3: Research Design and Methodology**

Chapter 3 details the research design and methodology, with the intention of showing how data was collected through semi-structured interviews and a questionnaire. The population and sampling techniques are described followed by detailed descriptions of the data gathering instruments. Aspects such as validity, reliability, trustworthiness and ethical considerations are included in this chapter.

### **Chapter 4: Policing Legislated Framework and Oversight Bodies**

Chapter 4 commences with a historical perspective on the need for policing services. It explains the regulation of policing in South Africa, with reference to the Constitution as the supreme law, the Police Service Act 68 of 1995, the Civilian Secretariat for

Police Service Act 2 of 2011 (CSPS), and the SAPS Code of Conduct. Police oversight bodies are then attended to by focusing on the Parliamentary Portfolio Committee, Select Committee on Security and Justice, and the Civilian Secretariat for Police. The Independent Police Investigative Directorate; Joint Standing Committee on Intelligence Services; the Justice, Crime Prevention and Security cluster; and the Auditor-General of South Africa (AGSA) are included. The chapter concludes with an overview of the SAPS ranks structure and the sequence of appointments of National Commissioner since 2000.

## **Chapter 5: Research Findings and Analysis**

Chapter 5 focuses on data analysis and findings. The chapter commences with an analysis of the qualitative data and presents the data analysis and findings of the quantifiable data acquired from the questionnaire. The data is presented graphically through tables, pie charts and bar charts.

## **Chapter 6: Conclusions and Recommendations**

Chapter 6 is the concluding chapter. It provides a synopsis of the chapters and a summary of how the objectives were achieved. The conclusions are presented and recommendations are made to the SAPS on how to enhance ethical leadership at its National Divisions. Suggestions for areas of further research conclude the chapter.

### **1.11 CHAPTER SUMMARY**

This introductory chapter provides the background and rationale for the study to contextualise it within the discipline of Public Administration. Also provided are the problem statement, guiding research question, and study objectives. A section on key concepts frequently used in the study is presented. The research design and methodology are briefly elaborated on in terms of the site population and sample sizes. In addition, the data collection instruments are presented. The chapter concludes with ethical considerations, limitations of the study, and an outline of chapters.

The following chapter presents the literature review of the study.

## **CHAPTER 2: AN OVERVIEW OF LEADERSHIP STYLES**

### **2.1 INTRODUCTION**

This chapter undertakes a literature review of ethical leadership and leadership theories and models, particularly the theory of politics/administration dichotomy, the theory of scientific management, and the theory of bureaucracy. Leadership styles, such as autocratic leadership, laissez-faire (delegative) leadership, transactional leadership and transformational leadership, are elaborated on before leadership within the public service is put in the spotlight. The role of ethical leadership in performance management and organisational culture then follows with emphasis on performance management theories, such as the goal-setting and expectancy theories. The literature review concludes with a description of the importance of organisational culture in public institutions.

This chapter partially answers the research question ‘What is meant by the concepts *leadership styles* and *ethical leadership* in the public sector?’ by focusing on leadership styles and the types of leadership styles present in the public sector. Chapters 5 and 6 elaborate on the specific leadership styles at the National Divisions and Components of the SAPS.

### **2.2 LEADERSHIP DEFINED**

According to Bass and Avolio (2017:12), leadership plays a critical role in the success or failure of any organisation. Exemplary leadership is a non-negotiable variable in public management. The success of public departments is easily credited to effective and ethical leadership. It is therefore expected that public managers demonstrate ethical and fair leadership practices. Leadership is the most critical element in an organisation. It has a direct and indirect impact on employee performance. Leadership creates an opportunity for transparency in private and public organisations by improving collaboration in working towards a common goal. It creates a platform for dialogue and public comment, especially when the media is allowed to be part of the conversation. Leaders are held accountable for their actions and non-actions. Koestenbaum (2002:25) focused on teamwork when defining leadership. He

emphasised that managers need to transform their thinking and approach everything with fresh effectiveness to become great leaders.

Padilla, Hogan and Kaiser (2007:178) explained that people are leaders by virtue of them overseeing organisations. Northouse (2019:3) added that leadership is a critical element of success within public institutions. Government departments are successful because of successful leaders who instil an understanding of the vision to serve the public through advocated strategies and available resources. According to Roelofse (2018:76-78), leadership is associated with personality traits, such as openness, creativity and emotional stability. In addition, leadership styles can change from being autocratic, laissez-faire and authoritative to more transactional and transformational. Some of these traits and styles are inherited, but they can also be taught and learnt.

Leadership may also be institutionalised. The type of organisation (for example, a public or private organisation, voluntary association or special interest group) for which a leader is responsible often determines the personality traits needed to steer the organisation towards success. For example, a semi-military style of management is practiced in the national police force of South Africa. The command and control leadership style determines that higher-ranked officers demand respect and recognition from junior officers. As such, when a senior officer walks into a room, all members must stand to attention to acknowledge the officer's position and rank. The senior officer may then ask the junior officers to stand at ease. This leadership style requires members to always be aware of the rank structure, seniority of personnel in a specific office or environment, and the meaning of specific commands. The command and control leadership style is thus part of the culture of the SAPS, and, as such, determines the behaviours of its leaders, managers and members (Roelofse, 2018:80).

Generally, the role of a leader is to provide direction to employees, with the intention of ensuring that the organisation reaches its goals and objectives and is successful. Success in the private sector means profits, while public institutions are focused on service delivery. Society, which is a client of government, has the right to receive equitable, fair, efficient and effective services from government departments. With the change in government from the apartheid regime to a democracy, legislation was introduced that requires leaders, as they lead organisations, to embrace the issues of



equity, fair treatment, regard for the human rights of individuals, and the right to justice. Such legislation includes the Constitution, the Labour Relations Act 66 of 1995, the Human Rights Commission Act 40 of 2013, and the Batho Pele Principles. There are, however, instances where there is no regard for fair labour practices and the unfair treatment of employees thrives. Notwithstanding exposure to education and training, being an open and transparent leader does not always come easy. Many leaders find it difficult to lead organisations, and leaders are often implicated in unethical behaviour; poor management practices; and failure to establish proper systems, processes and governance structures to ensure accountability (Roelofse, 2018:88-90; Hald, Gillespie & Reader, 2021:461-464).

Sociocultural characteristics also influence leader effectiveness, the nature of the leadership function, and leaders' behaviours. Leadership studies of the 20<sup>th</sup> century by Western scholars focus on economics and sociology, while research done on leadership in Nigeria, Namibia, Zambia, Zimbabwe, and South Africa identified the practice of ubuntu as a key cross-cultural pillar. Colonial control in Africa contributed to a culture of corruption, poverty, tribalism and violence. A better understanding of the role historical events played in Africa and how it has influenced the leadership conversation in Africa is thus required (Bachmann, 2017:23). Western studies on leadership and leadership styles have not sufficiently considered issues of African leadership. Generally, the African culture is to be respectful and loyal to elders and leaders. This is evidenced in the workplace in many organisations in South Africa where interpersonal relations form the foundation of togetherness, which is where the practice of ubuntu finds its roots. African leaders have a sense of duty to fulfil the social and economic needs of their immediate and extended families, even when resources are scarce. African leadership has indeed not sufficiently been explored, but it has the potential to provide an in-depth understanding of respect for the dignity of others, group solidarity, teamwork, service to others, and the spirit of harmony and interdependence, which is the spirit of ubuntu (Mbigi 2007:294-296).

### **2.2.1 Ethical leadership**

Gandolfi and Stone (2017:22) identified the following components of leadership in the public service: there must be one or more leaders, leadership must have followers, it must be action oriented with a legitimate course of action, and there must be goals

and objectives. Thus, there are prerequisites to leadership: leaders are responsible for taking charge of the organisation and managing the employees, who make the effort of doing the work that the organisation has set out to do in its business plans or strategic plans. Strategic plans must be put into action and legitimised through a performance management system to determine whether the effort that is being put into the plans will ensure that the objectives are achieved to realise the vision of the organisation.

A leader who can set the right tone and consistently behaves in a manner that supports the vision, mission and goals of the organisation qualifies as an ethical leader. Qualities such as intelligence and being hardworking and knowledgeable in a specific field of work characterise an ethical leader, while arrogance, dishonesty, selfish acts and rudeness mark unethical leaders (Hald, Gillespie & Reader, 2021:462).

A positive and productive organisational culture inspired by teamwork can be the foundation for ethical leadership practices. Commonly practiced actions and habits in an organisation often have a ripple effect on managerial functions. As stated before, the role of the leader is to steer the organisation in a direction that will ensure its success. This is done by inspiring trust and reconfirming the values and belief set that shape the organisation. Corruption, fraud and unethical behaviour in the workplace divert leaders' honest and ethical attention away from the strategic priorities and vision of the organisation. In government departments, this reduces the public's trust in government. Criminality, such as corruption, diverts much needed funding from the provision of basic services to communities. This results in service delivery protests, the further erosion of trust, and damage to government infrastructure and impacts on political parties at the polls, causing them to lose their constituencies. Incidents of unethical leadership thus cause distrust and a loss of hope (Bachmann, 2017:27-30).

While the promotion of public trust and confidence is critical to government's success, the biggest advantage an organisation has is its employees. Ethical leadership has become one of the main dimensions to impact on employee job performance, well-being and commitment. This is done by opening communication, which allows teams and members to ask for support and guidance as the need arises. Ethical leadership therefore prevents both ethical dilemmas and harm to the reputation of the organisation. It supports an ethical culture, and in so doing, ensures that everyone

works towards achieving the organisation's vision. Hence, the leadership styles adopted by managers should have a positive impact on and effectively manage employee performance (Mbigi, 2007:298; Bachmann, 2017:31-33).

Marques (2018:12) pointed out that employees are prepared to take risks when they have sureness and confidence in their leader's knowledge, trustworthiness and integrity. Confidence in a leader therefore inspires courage and motivation in their followers.

## **2.3 LEADERSHIP THEORIES**

Several leadership theories have been developed. These theories examine the dynamics associated with leadership and the effect that leaders have on their followers. The main leadership theories are: (1) behavioural theories that focus on how leaders behave; (2) contingency theories that predict which leadership style is best in each circumstance; (3) power and influence theories that emphasise different ways leaders use power and influence to get things done; and (4) trait theories that posit that leadership emerges from traits (Bolden & Kirk, 2009:70-74).

The power and influence theory as well as the leadership trait theory are described in more detail in the following sections.

### **2.3.1 Power and influence theory**

Bass and Avolio (2017:9-12) described 'power' as prompting people to get things done and 'authority' as the rights that a person has by virtue of a position that they occupy. For example, a police officer can arrest and detain a suspect involved in a crime if the elements of a crime are present, and the intention of the arrest is to secure the accused's attendance in court. Someone who is said to be powerful may not always be in a position of power or occupy a specific position, but because of that individual's ability, they can get people to do things. A leader can have one or more of seven sources of power, namely coercive, legitimate, expert, reward, referent, charisma and information power. However, not all leaders are able to use all these powers:

- Legitimate power is power one gets by virtue of a position that one holds.

- Expert power is obtained by virtue of skill or expertise and is not dependent on a position.
- Coercive power is present in many organisations but is more visible in the military. It is directed at persuading others by imparting fear and is seen as a destructive form of power.
- Reward power is when an employee is rewarded for undertaking what was requested.
- Referent power stems from the fact that the leader is honoured and venerated.
- Informational power is when a leader is in a position to share information that leads to the follower trusting the information.
- Charisma power is the ability to inspire others to do what the leader wants them to do.

In Burns (1978:19-20), a foundational work about leadership, and in Bass and Avolio (2017:12), reference is made to three of the seven management powers: legitimate, reward and coercive power. These powers seem most applicable to the transformational, transactional and laissez-faire styles of leadership.

Power plays a critical role in determining the future of organisations. Power and influence theories have to do with how leaders use power and influence to achieve organisational goals. Leaders in organisations where power and influence are part of the management style should be held in high regard by their followers, not for their qualities but for their efficacy. Furthermore, it should be for the leader's willingness to stand in front of their followers to defend and protect the organisation through difficult and trying times (Bass & Avolio, 2017:12-14).

According to Benton (2003:125), leaders who radiate poise, self-control and power are immediately noticed and given recognition in an organisation. Leaders in the 21<sup>st</sup> century must thus develop a new management model, which should include information and charisma as power sources. Furthermore, leaders must be innovative and able to reach a multigenerational workforce. Traditional power sources, such as coercive and legitimate powers, are no longer effective in the world in which we live.

The power and influence of an organisation's leadership should be based on inspiring people to follow – not on fear or punishment. Followers need to believe that the leader is trustworthy and ethical and have confidence in the leader's ability to lead a successful organisation or team.

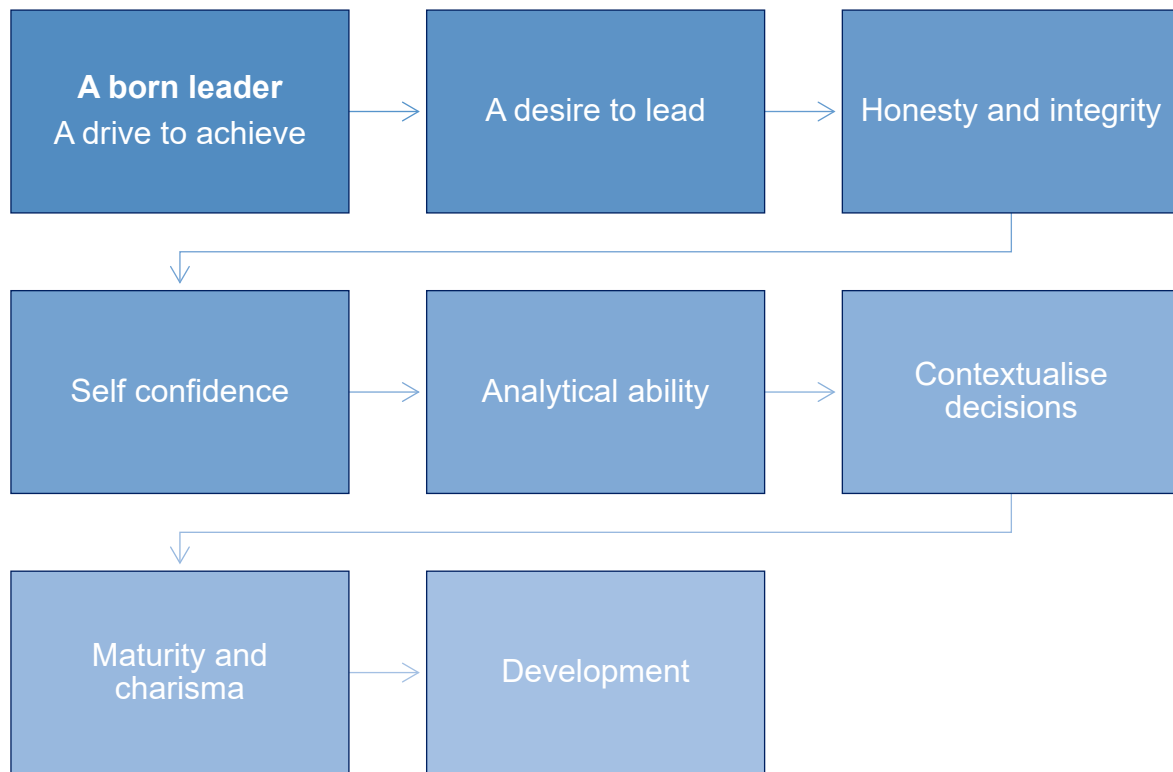
### **2.3.2 Leadership trait theory**

The trait theory has been associated with leadership since 1920. In trait theory, successful leadership is associated with personal traits, such as integrity, assertiveness, intelligence, ability to adapt, standard of education, and social and financial standing in society. These traits determine how successful a leader is in the organisation (Yuki, 2010:20-22).

In leadership trait theory, there are defined personality traits that distinguish leaders from followers. In other words, leaders are different types of people from followers. Behavioural theories of leadership state that it is the behaviour of leaders that distinguishes them from their followers. According to Spector (2016:27-29), history is shaped by extraordinary leaders. This ability to lead was seen as something that people are simply born with – not something that could be developed. Early research on leadership focused almost entirely on inheritable traits.

According to Nichols and Cottrell (2014:720-726), the traits most associated with great leadership include adaptability and flexibility, assertiveness, the capacity to motivate people, and courage and resolution. Leaders are also known for their creativity, decisiveness, eagerness to accept responsibility, and emotional stability. In addition to being dependable overall, strong leaders are able to control their emotions and avoid overreactions. Other common traits are intelligence and action-oriented judgement, the need for achievement, people skills, and perseverance. In addition, strong leaders possess self-confidence, and because they are confident in themselves, followers often begin to share this self-belief. Great leadership is also skilled and capable. Members of the group can look to the leader for an example of how things should be done. Moreover, such leaders are trustworthy and understand their followers and their followers' needs. Effective leaders pay attention to group members and genuinely care about helping them succeed. They want each person in the group to succeed and play a role in moving the entire group forward.

A set of traits or inner qualities define a leader. Some leaders are born with effective traits, while others can learn them through exposure or study. It was believed that by identifying these traits, people who possess them could be identified, recruited and placed in positions of authority. The leadership trait theory is illustrated in Figure 2.1.



**Figure 2.1: Trait theory of leadership**

**Source:** (Cherry, 2021).

Unfortunately, there are flaws in the trait theory. While proponents suggest that certain traits are characteristic of strong leaders, those who possess the traits do not always become leaders. This may be due to situational variables in which leadership skills only emerge when an opportunity for leadership arises (Cherry, 2021).

According to Bass and Avolio (2017:14-16), a relationship-centred leader provides the necessary emotional support to employees to motivate the employees. More leadership styles are identified and briefly described in the following section.

## 2.4 LEADERSHIP STYLES

A leader is a person who selects, equips, trains and influences one or more followers who have diverse gifts, abilities and skills and focuses followers on the organisation's mission and objectives, causing the followers to expend spiritual, emotional and physical energy willingly and enthusiastically in a concerted, coordinated effort to achieve the organisational mission and objectives. Organisations require leadership who can modify their style based on the complexities faced by the organisation, so that when changes happen in their environment, leadership is in a better position to respond to a wide range of challenges (Gandolfi & Stone 2018:263). Furthermore, Marques (2018:16) submitted that leaders must be able to model their style of leadership to be innovative in finding creative solutions to problems, and followers must be provided opportunities to shoulder a broad spectrum of responsibilities.

Leadership is thus about influencing others to follow or participate in achieving a common purpose. In the workplace, this could be better expressed as the leader developing the vision for the organisation and communicating it through a consultation process. When employees support the vision of the organisation, they work collectively towards ensuring the success of the organisation. Employees who are content, self-motivated, committed and loyal to the organisation are positively influenced by leadership styles. In addition, when employees experience job satisfaction, their work output is positive. This process is influenced by the type of leadership in place and by how the employees experience the leader (Gandolfi & Stone 2018:263).

According to Demirtas and Karaca (2020:89), leadership styles are strongly influenced by the way in which leaders communicate with their employees. However, Gandolfi and Stone (2017:5) stated that a leader's self-awareness and competences determine the leadership style adopted. The view of Bachmann (2017:34) is that a leadership style is a way of providing direction to followers by implementing the organisation's vision and strategy and creating excitement about achieving follower goals.

Organisations have a mixture of employees from different races, various cultures, and diverse ages (Demirtas & Karaca, 2020:101-103). Therefore, no one type of leadership style can be applied constantly in an evolving environment and ever-changing world. Leadership styles applied in one organisation may not be effective in another, and there is no one-size-fits-all leadership style. Marques (2018:16-19)

proposed that a flexible approach to leadership styles be adopted and implemented in public organisations. Due to the complex nature of working environments, this will allow leaders to modify their style and approach to leadership based on current-day challenges. It will allow for flexibility in finding creative solutions to challenges in serving the public interest. Yeboah-Assiamah (2017:549) further supported the idea of flexible leadership styles in public institutions due to the diverse environments and wide range of functions to be undertaken. For example, within the SAPS, the style of leadership that a leader needs in a support department, such as human resources or finance support, would be different from the leadership style required from a commander in charge of a platoon conducting a roadblock or an operation where there is a crime or public protest.

#### **2.4.1 Autocratic leadership style**

Authoritarian leadership is not suitable for high performance teams or groups. Characterised by control over followers or employees, this type of leadership demands compliance to orders, instructions or tasks delegated. It is not open to the opinions of others and expects full compliance to delegated tasks with very little room for flexibility. In essence, an autocratic leader retains power and decision-making authority. Thus, all decisions are made by a single individual. That individual has complete authority over all aspects of the organisation. The autocratic leader rarely seeks the opinion of those around them and will often insulate themselves with people they know will agree with their directives (Demirtas & Karaca, 2020:295). This type of leadership is suited to a military environment because of the type of work and the fact that, at times, decision-making must be immediate with no room for consultation or the gathering of opinions or ideas from the group. This leadership style is based on one-way instructions to followers or employees (Yeboah-Assiamah, 2017:558-560; Rahayu, Putri, Oktafien, Wahyuningsih & Nugraha, 2021:368).

An autocratic leader limits inputs or opinions and uses threats to get results. In general, human beings want to feel appreciated, and in the workplace, they want to feel that their views are considered. This type of leadership is therefore not one that can be applied in most public and private institutions (Rahayu *et al.*, 2021:368-370).



According to Demirtas and Karaca (2020:95), autocratic leadership is seen in a negative light because of the lack of consultation with followers and stakeholders. The downside of autocratic leadership is that it instils fear and allows the harassment of followers in order to motivate them to do as they are told. This can lead to followers rejecting this type of treatment and assuming altered behaviour. However, the benefit of autocratic leadership is that in a crisis or emergency situation, when there is limited time to get a task done and a speedy resolution must be reached, an autocratic approach has proven to be beneficial. It also has the potential to enhance group effort, resulting in more work done and in cost savings.

#### **2.4.2 Laissez-faire (delegative) leadership style**

The word *laissez-faire* in leadership means a hands-off approach, even though the leader can be engaged when followers require guidance or direction. A laissez-faire leader provides their employees freedom of decision-making with minimum connection to the team, and engagement and support are only provided when requested (Shahid, Ibrahim & Nadeem, 2022:297-298). This leadership style is not of value to a group of employees who have limited knowledge and experience to efficiently accomplish a task. For laissez-faire leadership to be successful, followers must be able to set their own timelines, plan their daily schedules, and work towards accomplishing organisational goals without difficulty and without constant support or guidance from the leader. As long as employees efficiently complete tasks, those working with laissez-faire leadership can choose how they wish to get the job done. However, although the methods used to complete each task are left to the individual employee, management must provide the tools needed to do so (Flynn, 2021).

According to Thanh and Quang (2022:7-9), this type of leadership style can easily be seen as the absence of leadership – as a failure to take charge of managing and directing actions and a failure to be present and lead through decision-making. This view is supported by Flynn (2021), who further indicated that the laissez-faire leader avoids involving themselves in issues that affect an employee's responsibility to achieve organisational goals. According to Shahid *et al.* (2022: 298), a laissez-faire style provides employees with freedom, as they are left to make their own decisions regarding their role in achieving organisational goals. This style of leadership is most

effective when employees or followers are high performers who are very productive and require little decision-making from their leader.

### **2.4.3 Transactional leadership style**

Transactional leaders create rewards and consequences for their direct reports. The goal of each transaction is to promote the idea of earning a reward over suffering a consequence. There is thus greater motivation to stay productive because the employee understands that their work will be recognised. It also serves as a secondary motivation, as people know their leaders are keeping an eye on what they're doing. Transactional leaders focus on creating short-term plans that lead toward achieving a long-term vision. This structure helps everyone experience immediate successes because they can see the forward progress that is being made (Thanh & Quang, 2022:16). Clarity on roles is an important aspect for a transactional leader to ensure that their followers fully understand what is expected of them in the completion of their assigned task so that organisational goals are met. The leader determines the performance required from followers by providing clarity on the timelines and expected outcomes associated with the task. This is then supported with a reward offered to followers in the form of salary increments or promotions (Hollander, 2009:51-53).

Rashwan and Ghaly (2022:562) defined transactional leadership as the initial collaboration of a leader with the group. Skopak and Hadzaihmetovic (2022:114), however, defined it by focusing on two requirements: (1) a motivational system in which those who thrive and excel in their performances are given conditional rewards and (2) managing a group that knows what is expected of them and can fulfil their goals, allowing the leader to deal with more important strategic issues. Such a group of employees will then only involve the leader on issues that require the leader's input due to their level in the organisation. The leader uses the reward system as a performance tool to reward through salary increments and promotions those who achieve what has been decided on. According to Thapa and Parimoo (2022:55-56), rewarding employees requires reliability assurance and remarkable performance from followers.

Transactional leadership is a relationship that requires commitment, high performance, and conditional reward for successfully achieving goals. Role

clarification is ensured by the transactional leader putting in place rules and criteria and ensuring that these are understood by followers. A transactional leader actively monitors the execution of the agreed upon goals. When problems arise, they are attended to and rectified with guidance and support from the leader as required. A transactional leader is always accessible and approachable but also allows followers to go about their tasks, while the leader deals with more important issues in the organisation. This process is managed through a formal performance management system established to monitor individual performance (Skopak & Hadzaihmetovic, 2022:115-116).

Transactional leadership focuses on the motivational and conditional rewards offered to followers who excel in their performance. The positive outcome for organisations ultimately lies in ensuring that organisational objectives are achieved. Organisations that apply transactional leadership have noted a positive impact on the achievement of organisational goals (Rashwan & Ghaly, 2022:570). Transactional leadership must thus be considered for its influence on the performance of followers, which ultimately impacts on organisational performance (Thapa & Parimoo, 2022:57).

According to Hollander (2009:48), transactional leaders are not interested in creative approaches to a problem. They prefer a process that is rigid, structured and dependable. Unfortunately, there is little openness to new ideas because the short-term goals, combined with the structured rules, procedures or policies, make it difficult to implement any sort of change. Even if the team offers effective recommendations, the transactional leader is set in their ways and will not make changes. If a follower does not perform at the standard determined or required by the leader, the result is remedial action, measures or retribution.

#### **2.4.4 Transformational leadership style**

As defined above, leadership is the ability of a leader to use their knowledge, experience, personality traits and skills to bring together a group of followers to work towards achieving a common goal. The term *transformational leadership* was coined by James Downton in 1973. Today, transformational leadership remains relevant and is the most noticeable leadership style in any public and private organisation in South Africa. Transformational leadership has been identified as the leadership style most

fitting to the current world of work. This is because transformational leaders are able to utilise resources meaningfully, take advantage of human capital, and invest in talent. Transformational leadership is future orientated, innovative and adaptive to the changing world (Saleh, Akib, Rifdan & Malago, 2021:5212-5215).

Transformational leaders have regard for the human rights of their followers and are not too concerned about leadership features. Their leadership style is based not on material offerings, but on personal principles and ideals that guide behaviour. The ultimate goal of the transformational leader is organisational transformation by adjusting to an ever-evolving environment (Dibley, 2009:16). A prominent feature of a transformational leader is the ability to cultivate and invest in the talent and skills of people by re-evaluating and redefining their roles and responsibilities. A transformational leader offers support and empathy and makes the environment conducive to trusting relations, which establishes willingness and passion (Saleh *et al.*, 2021:5210).

Transformational leadership inspires followers to resolve difficult issues or challenges instead of frequently providing them with resolutions and instructions. This approach provides followers with skills and resources they can use to solve future problems. Followers who work for transactional leaders exhibit whole-system thinking and willingly accept additional tasks as they grow (Bass & Avolio, 2017:19).

Dibley (2009:20-24) identified a transformational leader as one who cares for their followers and who influences and encourages individuals by presenting new and stimulating opportunities. The transformational leader demonstrates exemplary behaviour and inspires followers through clear engagement and communication. A transformational leader speaks to the hearts and minds of followers by communicating expectations clearly and with excitement about the future and vision of the organisation. This type of leader demonstrates ethical behaviour by setting the tone and intentionally reflecting on the needs of their followers. The organisation's risks are shared with followers, as a demonstration of the leader's grander purpose and their commitment and loyalty to the organisation.

Flynn (2021) confirmed that transformational leadership focuses on nurturing followers' growth. In addition, followers are inspired to go further than their personal interests to elevate their performance to a higher level than that expected of them.

There is a trusting relationship between the leader and the followers. Bass and Avolio (2017:22-27) identified four dimensions of transformational leadership: idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration. According to Saleh *et al.* (2021:5216), the outcome of transformational leadership is a shared connection between the leader and follower that features mutual respect and encouragement. In this process, followers demonstrate leadership whilst leaders are identified as ethical agents of change.

Furthermore, Flynn (2021) found that transformational leadership relates to self-assurance, womanly traits, reasonableness, and a caring nature and sees anger and condemnation as adverse. Moreover, Dibley (2009:36) found not only that followers have a high regard for transformational leaders' emotional intelligence but also that leaders see themselves as self-aware and future orientated with the ability to be effective and add value.

#### **2.4.5 Participative (democratic) leadership style**

Democratic leadership theory was developed by Kurt Lewin who was well known for his interest in the study of social psychology and experiential learning. According to Lewin (1936:249), participative leadership (democratic leadership) is generally the most effective leadership style.

During the various social equality movements of the 1980s, citizens in many countries fought for human rights, equality and freedom, with the aim to achieve democracy. According to Auerbach (2022), these acts resulted in the historic advancement of democracy. One such example is the leadership shown by former President Nelson Mandela in the 1990s. The principles and characteristics of this former president paved the way for democracy in South Africa. As the first democratically elected black leader of South Africa, he made history on the continent. Mokretsova, Sychev, Bepalov, Vlasov and Prudnikova, (2021:116) supported the view that the power of the people has been key in establishing democracy.

According to Northouse (2019:4), a democratic leadership style adds significant value to organisations. It is the equilibrium point between autocratic and laissez-faire leadership and leads to relationships of mutual trust between followers and leaders. The leader engages with the group, allowing group members to provide their feedback

and ideas. Followers feel more involved in the decision-making process, which inspires them and provides the opportunity for creativity. The democratic leader, however, makes the final decision in the process. A participative leadership style inspires creative solutions because sharing is encouraged, which, in turn, promotes critical thinking (Auerbach, 2022).

A democratic leader includes their followers in the decision-making process (Northouse, 2019:6-8). The democratic leadership style encourages group members to keep abreast of changes in the environment and become involved in all aspects of the decision-making process related to their tasks. The group is also encouraged to share ideas to solve problems. Followers appreciate the trust in them and are inspired, which improves teamwork and leads to strong ethics. This keeps followers or group members interested in the tasks to be completed, ensuring the successful execution of tasks.

The negative aspect of this type of leadership style is that communication can become unclear and role clarity might be compromised, especially in the case of tight deadlines for tasks or projects. This can result in some tasks or projects not being completed. Participative leadership cannot work in an environment with high demands and short turnaround times. It also works best in an environment where followers are experienced (Mokretsova *et al.*, 2021:119).

#### **2.4.6 Servant leadership style**

Servant leadership is a philosophy in which the leader is a servant first. Servant leaders aspire to serve their team and the organisation, placing them ahead of personal objectives. It is a selfless leadership style, where a leader possesses the natural feeling to serve for the greater good (Gandolfi & Stone, 2018:265).

As humans, we are social beings by nature, who want to do our best to engage and be part of a group. In the work environment, it is important that a leader allow people the latitude of knowing what their role is and how they can contribute to the group (Gandolfi & Stone, 2018:264). Greenleaf (1970:301) coined the concept of *servant leadership* as a style of leadership that does not require commanding employees to act or demanding that things be done in a particular way. Many times, employees just want to be treated in a humane manner with regard for their true feelings and positions.

The servant leadership style seeks to address the aspects in a manager that are caring and to the benefit of an individual or group. It is all about human values and the followers' emotions. Servant leadership is rooted in the behaviour and characteristics of a leader. Basic human values and principles are important in our demanding world, and leaders in the workplace need to speak to the minds and hearts of their employees, given the many challenges employees must deal with daily.

Servant leadership is centred on the fundamental desire to be of service to others. Leaders put away their self-serving actions in favour of servanthood to the team and organisation. The philosophy is cemented by encouraging team members to perform at their best. In their interactions with team members, servant leaders emphasise and assume the role of servant. Success is therefore inevitable, as the leader serves the team by recognising and encouraging the team's abilities to achieve organisational goals. By serving the team, servant leaders acquire the respect of their teammates, which increases collaboration, leads to productive behaviour, instils harmony, and builds stronger teams. Personal traits that characterise servant leaders are listening skills, care for others, encouragement, far-sightedness, assurance, community participation, appreciating people, progressing people and being true. Servant leadership dimensions also include love, humbleness, vision, empowerment and dependability (Brown & Bryant, 2015:12). The goal of a servant leader is to ultimately serve others so that they can achieve common goodness.

One downside of servant leadership is that it can be time-consuming for leaders, requiring extra effort and hard work. The authenticity needed for servant leadership is daunting and difficult to achieve. Also, servant leaders may be perceived as weak, leading to diminished formal authority. Employees are expected to make decisions and own them – a scenario that can be problematic when an employee finds it difficult to see the bigger picture and lacks the confidence to make decisions that drive the business forward. Furthermore, consultative decision-making can lead to slower decision-making (Brown & Bryant, 2015:18).

### 2.4.7 Ethical leadership style

Ethical leadership is a form of leadership in which individuals demonstrate conduct for the common good that is acceptable and appropriate in every area of their life. It comprises three major ethical traits (Hald, Gillespie & Reader, 2021:461-464):

- **Be the example:** One noble quality of a leader is leading by example. As an ethical leader, it is important to remember that actions speak louder than words. People are more likely to judge someone based on how they act than on what they say. By practicing and demonstrating ethical, honest and unselfish behaviour to subordinates, ethical leaders may earn the respect of their peers. People are often more likely to follow a leader who respects others and shows integrity.
- **Champion the importance of ethics:** One role of an ethical leader is focusing on the overall importance of ethics, including ethical standards and other ethical issues and how these factors can influence society. As an ethical leader, it is important to teach peers about ethics, especially in cases where they are faced with an ethical issue in the workplace.
- **Communicate:** Successful ethical leaders tend to be good communicators. People communicate in different ways. Some may feel comfortable speaking up in public, regardless of personnel or situation, while others may be hesitant to speak with a leader because of fear, anxiousness or simply not knowing how to articulate what they are trying to say. They might be better at communicating via email rather than in person. It is an ethical leader's job to communicate with each member of the team and allow for open conversation, as followers may have questions and concerns that need to be addressed. It is important that leaders build camaraderie among their team. Quality relationships are built on trust, fairness, integrity, openness, compassion and respect.

The basic requirement for organisations to exist and function is people who have a set of values and principles and who come together for a common purpose. In the public service, this common purpose becomes beneficial to them as individuals, groups and society. The organisational structure of an organisation comprises a leader and



followers. For the organisation to fulfil its purpose, the leader is obligated to provide direction, support and guidance to the followers. The clarification of roles and responsibilities is also key to ensuring that followers work towards the vision of the organisation (Bolden & Kirk, 2009:73-74).

Ethical leaders can help establish a positive environment with productive relationships on three levels, namely the individual, the team and the overall organisation. Nurturing relationships at each of these levels can lead to positive outcomes and benefits for ethical leaders. Organisational culture is one of the factors that determines the behaviour of an organisation through the behaviour and practices of those employed there. When employees share the same values, principles, social facts and viewpoints on ethics it makes it easier for them to function and be creative. An ethical leader therefore demonstrates their position as a leader to reassure employees. The ethical leadership style must be demonstrated in the leader's daily actions, opinions and messages and must also reflect in their character. When this is clear to followers or employees, it indicates that the leader has gained their trust, which makes it easier to coordinate and facilitate work. Being open-minded and non-judgemental towards employees or team members is the mark of an ethical leader (Bachmann, 2017:23-25).

#### **2.4.8 African leadership style**

Contemporary African leaders operate in an environment constrained by colonial legacies and instability. Leadership is characteristically neo-patrimonial, featuring the use of state resources and the centralisation of power. In recent years, there has been a call for an 'African renaissance'. African leaders are urged 'to be true to themselves' (Kahn & Louw, 2016:745). The call is to liberate Africa from colonial and post-colonial domination and to re-engage with African values (Mbigi 2007:296-298). Alier and Dut Bol (2022:194-195) advocated that leadership must be used as a facilitator for social change and transformation.

There is an urgent need to develop a body of knowledge about African leadership. This must become the cornerstone from which all future African leaders are guided and supported in transforming Africa as a continent. Africans have adopted Western cultures, languages, education and lifestyles and disowned their own values and

morals, which has resulted in a moral crisis that impacts on both family and work life. African leadership in politics, business and public service have abandoned the principles of ubuntu, which made them unique (Alhassan & Kliwer, 2022:53-54).

Lerutla and Steyn (2017:13) pointed out that African leadership is unlike any other leadership style. It is Afrocentric and centres on traditional African values and history. Unfortunately, African leadership styles are often characterised by a distrust of others and the need to achieve and hold power. Alier and Dut Bol (2022:196) proposed that open communication and meaningful identification can result in a better understanding of the dimensions that must be incorporated in leadership in Africa.

## **2.5 PERFORMANCE MANAGEMENT IN THE PUBLIC SECTOR**

The government's performance has, post the 1994 democratic elections in South Africa, been a highly debated issue. The role and speed at which government is expected to deliver is seen in the context of accelerating the transformation process through which government aims to reduce the service delivery backlogs experienced in most communities. In terms of the South African experience, most communities, especially black communities, have expressed their dissatisfaction, through often violent service delivery demonstrations, with government's pace of service delivery of most basic services. Individual and organisational performance are the key drivers to improve service delivery in public service (Sambo & Van der Waldt, 2022:86).

Public service is labour-intensive and depends on the performance of employees to deliver on government's promises and achieve its mandate. Performance management is therefore a vital tool to ensure the realisation of government's commitments to its citizens. Performance, both individual and organisational, must be effective and efficient, and its management is the responsibility of the leadership and management of the various departments. Organisational performance management is about accountability. It provides the public, as well as political office bearers, with transparent feedback about service delivery, as the performance of the public sector can be measured against its outputs and outcomes achieved. The key principles underlying the need for the implementation of performance management are outlined in the Public Service Regulations of 2020. These principles are: (1) departments must manage performance in a consultative, supportive and non-discriminatory manner to

enhance organisational efficiency and effectiveness, accountability for the use of resources, and the achievement of results; (2) performance management processes must be linked to broad and consistent staff development plans and aligned with the department's strategic goals; (3) performance management processes must be developmental and allow for an effective response to consistent inadequate performance and for the recognition of outstanding performance; and (4) performance management procedures must minimise the administrative burden on supervisors while maintaining transparency and administrative justice (Public Service Regulations, 2020; Sambo & Van der Waldt, 2022:88-91).

Performance management, based on a performance contract and agreements, is the process of planning, monitoring, reviewing and making decisions about performance. It identifies, evaluates and develops staff members' work performance to achieve the objectives of spending agencies. Performance management benefits employees through recognition and performance feedback as well as by catering for work needs and offering career guidance. Performance management is developmental in nature. As such, it creates an opportunity for effective feedback at an organisational and individual level. The overall objectives of performance management can be described as follows (Public Service Regulations, 2020; Badul & Subban, 2022:117-120):

- to maximise the achievement of spending agency objectives, as set out in strategic and business plans, by promoting a results-oriented work culture that identifies and addresses outstanding, satisfactory and poor performance;
- to establish a structure to improve staff members' performance by providing non-discriminatory, job-related performance criteria and constructive feedback from supervisors on perceived strengths and areas for further development;
- to identify the training, developmental and career needs of employees to facilitate workforce planning and achieve spending agency objectives (this includes the concept of continuing education and the extension of knowledge and skills);
- to foster a workforce that is innovative, versatile and responsive to varying needs; and

- to provide relevant information about the achievement of the objectives of spending agencies.

Performance management is more than just measuring performance. It must allow managers to identify potential areas of development, such as human resource management capacities and capabilities, and ultimately ensure personal development. For this to happen, departments must create an organisational culture that is favourable for individual growth. This will have a ripple effect on organisational performance and ultimately ensure that clients are satisfied with the public service (Kwon, 2020:241).

In essence, a performance management system requires the development of a work plan for each employee with defined tasks and objectives that are linked to and support the organisation's strategic plans. Also required are an agreement between employees and their supervisors on the results to be achieved as well as the assessment of employee performance against the agreed upon objectives by using appropriate performance indicators. Structured feedback to employees on their performance and the recognition of outstanding performance are also essential. Organisations use performance appraisals in many administrative and managerial decisions, including salary increases, promotions, retention and termination. Performance management is also used to develop employees who are not performing at the level they should be. The feedback provided at performance review sessions assists in determining areas of poor performance and ensures that development plans are put in place (Badul & Subban, 2022:120; Sambo & Van der Waldt, 2022:90).

The public service performance management process is a consultative process, which seeks to support and enhance organisational performance through efficiency, effective use of resources, and the attainment of outcomes. Performance management of both the individual and organisation is done through performance plans and job descriptions for individuals, a five-year Strategic Plan for the department, and an Annual Performance Plan, which is an extrapolation of the five-year plan and sets priorities for each year of the five-year plan. All plans are monitored through the various governance structures put in place by departments to monitor performance on set targets (Helmold, 2022:65).

Talbot (2010) defined organisational performance as the organisation's commitment to achieve its goals by utilising its resources in an efficient, responsible and accountable manner. Similarly, Kwon (2020:242-243) supported the definition of organisational performance as the obligation of an organisation to achieve its priorities through well-designed performance management systems.

Thus, at an organisational level, performance management creates the link between and organisation's strategic plan and its operationalisation to ensure that action is taken to increase productivity, control cost, improve overall business performance, and manage stakeholder expectations. An organisation's strategic plan and/or performance plan is the blueprint that influences the performance management model (Talbot, 2010; BPP Learning Media, 2014).

The fundamentals of an organisation's continued performance lie not in one particular process or individual but rather in an ecosystem or culture of things working together in synergy. The alignment of and interaction with the overall organisational culture are what performance is about. When performance management is adopted as a key management process, integration and alignment ensure that the organisation delivers bottom-line results. When addressing the issue of performance management, especially within public service, both organisational performance and individual performance management should be explored. Organisations that integrate and align organisational performance and individual performance create context for their performance initiatives (Helmold, 2022:66-68).

### **2.5.1 Performance management theories**

According to Aguinis (2013:38), two theories underlie the concept of performance management:

- Goal-setting theory
- Expectancy theory

### 2.5.1 Goal-setting theory

Goal-setting theory was put forward by Edwin Locke in 1968. It suggests that the individual goals established by employees play an important role in spurring them to superior performance. This is because employees keep working towards their own goals. If the goals are not achieved, they either improve their performance or modify the goals to make them more realistic. Where performance improves, the result is the achievement of performance management system aims (Aguinis, 2013:39-40).

According to goal-setting theory, goal setting and task performance are directly related. Specific and challenging goals with appropriate feedback contribute to higher and better task performance, and the willingness to work towards the attainment of a goal is a primary source of job motivation (Chetty, 2019).

Clear, particular and difficult goals are greater motivating factors than easy, general and vague goals. Unambiguous, measurable and clear goals accompanied by a deadline for completion preclude misunderstanding. Attaining goals that are realistic and challenging gives employees a feeling of pride and triumph and motivates them to attain the next goal. The more challenging the goal, generally, the greater the reward and the more passion to achieve it. Furthermore, appropriate feedback on results directs employee behaviour and contributes to higher performance than in the absence of feedback. Feedback is a means of gaining reputation, making clarifications and regulating goal difficulties. It allows employees to work with more involvement and leads to greater job satisfaction (Chetty, 2019).

The basic principles that apply to goal setting are listed in the following Table 2.1:

**Table 2.1: Basic principles of goal setting**

PRINCIPLE	DESCRIPTION
Clarity	A clear, measurable goal is more achievable than one that is poorly defined. In other words, one should be specific about goals. The most effective goals have a specific timeline for completion of the task. The employee should be well aware of the time for completion of the task. This helps an organisation achieve its goal effectively.

PRINCIPLE	DESCRIPTION
Challenge	The goal must have a decent level of difficulty. This motivates employees to strive to achieve the goal. Since the goal is challenging, it leads to brainstorming and discovering strategies to meet targets. The challenge thus inspires the employee to excel in their performance.
Commitment	One should put deliberate effort into achieving the set goal. A goal shared with employees increases their accountability to meet that goal. With commitment, employees are accountable for their work. This makes them more responsible and aware of their actions and performance.
Feedback	A method should be developed to receive information on the progress towards achieving a goal. From time to time, meetings can be organised to discuss progress and the impediments to achieving the goal. If the goal turns out to be too hard, it is better to adjust the difficulty of the goal. This realisation can be arrived at through feedback. Feedback helps the organisation to better evaluate an employee and their performance.
Task complexity	If a goal is complex, sufficient time should be given for its completion. If a goal is really tough, training programmes can be organised to give the best results.

**Source:** (Chetty, 2019).

An effective goal engenders excitement and energy in employees. Effective goal setting facilitates unified action consistent with the vision of the organisation. When employees come across a difficult task, clear goals might spur them to give their best instead of merely setting strategies to overcome difficulties. Such a change in outlook causes performance to improve. This is because a performance goal makes employees want to perform to the best of their ability. Thus, goal-setting theory together with performance management systems affect employee performance. The outcomes of setting clear goals act as input for setting the next round of goals. This process can be repeated in a cycle to improve the performance of employees.

### 2.5.1.2 *Expectancy theory*

Expectancy theory was proposed by Victor Vroom in 1964. It is based on the hypothesis that individuals adjust their behaviour in an organisation on the basis of anticipated satisfaction of valued goals set by them. Individuals modify their behaviour in the way most likely to lead to their attainment of these goals. This theory underlies the concept of performance management, as it is believed that performance is influenced by expectations concerning future events (Aguinis, 2013:41-43).

Ghanbarpour and Najmolhoda (2013:3&4) stated that the motivation and reflected behaviour of employees in the workplace depend on the following key elements:

- **Expectancy**, which refers to the belief that one's effort will lead to better performance.
- **Instrumentality**, which involves rewards for performances and focuses on the value of positive rewards.
- **Valence**, which is the perceived personal importance of the outcome and related rewards

The higher the expectancy, the higher the levels of employee motivation. If any of these key elements are absent, however, the overall motivation becomes zero. For example, motivation will turn to zero if an employee achieves rewards of no value, even if they had expected their effort to result in the desired performance and rewards. Therefore, it is essential for an organisation to incorporate under the performance management system mechanisms that address these elements in order to attain the desired employee performance goals in line with the organisational goals (Ratnawat & Jha, 2013:7-9).

For the overall effective performance of an organisation, the performance management system must include the process of measuring and managing the performance of human resources. The measurement and management of performance should be motivating enough for employees to perform well. This is where the expectancy theory becomes applicable to performance management. When expectancy theory is applied to performance management, it is aimed at current



performance and focuses on motivating employees to perform better. Therefore, it is important that employees be made aware of the assessment process to examine their capability in performing a task. Performance appraisal thus becomes one of the crucial key elements to focus on the evaluation of employees and their further development (Ghanbarpour & Najmolhoda, 2013:4-6).

Included in this study of the leadership styles at the National Divisions and Components of the SAPS is an investigation on how leadership affects performance management and organisational culture at the SAPS. Performance management in the public sector is defined in the section directly above, and the section below elaborates on the concept organisational culture. Furthermore, in Chapter 4 (4.2.2.1 *Marikana massacre of 2012*), the Marikana massacre is mentioned as a catalytic event that changed that culture of the SAPS.

## **2.6 ORGANISATIONAL CULTURE**

Organisational culture is the environment that surrounds employees at work. It is a powerful element that shapes work enjoyment, relationships, and processes and procedures. Culture comprises the traits shared by a group of people. It is the behaviour that results when a group arrives at a set of generally unspoken and unwritten rules for working together. An organisation's culture is made up of the life experiences each employee brings to the organisation. It is especially influenced by executives and other managerial staff because of their roles in decision-making and strategic direction. Positive values are associated with variables such as openness, trust, ethical behaviour, compassion, accountability and integrity, while negative values are associated with dishonesty, greed, ill-mannered behaviour and corruption (Mercadal, 2022:41-42). The leadership of any organisation, whether private or public, has the duty to set the working and communication culture of the organisation and clearly communicate the culture through their own conduct and examples. Many organisations set organisational culture by adopting policies and codes of conduct or codes of good practice. The implementation of good corporate governance and oversight is a mechanism that can support the organisation in achieving its objectives. Good corporate governance and oversight promote an ethical organisational culture. In the public sector, the King Reports on Corporate Governance are a good guide for governance structures and operations (Schubert, 2022:36).

Establishing systems of good corporate governance takes more than policies, systems and processes; it requires ethical leadership that is consistent and demonstrated in everything that is done. This is validated through behaviours and upholding ethical values in the quest to achieve organisational objectives. Good corporate governance needs to be brought to life through ethical conduct and actions and made visible through performance reviews, recruitment, appointment and selection processes (Mercadal, 2022:47-48).

According to Schubert (2022:35-37), culture is the unspoken, mutual understanding that frames what people expect from others and what is expected from them. In essence, culture is the personality of the organisation. It is where values reveal themselves through people's behaviour, attitudes and decisions. Organisational culture is shaped by many variables but can be defined through values that can be positive, negative or destructive.

In organisations, effort is made to ensure that the organisation's culture aligns with its vision and mission. Vision describes the organisation's future scope or destination, while mission describes its current state and purpose. The culture of an organisation should align with its vision and mission statements. Therefore, the behaviour that is displayed and actions of employees must be aimed at the attainment of the vision and mission. It is the responsibility of an organisation's leadership to create eagerness about the future of the organisation by developing a 'picture of what that destination looks like'. Failure to get the organisation excited about its future destination, as formulated in the vision and mission, will result in failure to achieve set objectives. Management must thus create a sense of urgency by activating and creating platforms for discussion on the future destination (Mercadal, 2022:49; Schubert, 2022:39).

## **2.7 CHAPTER SUMMARY**

The first part of the literature review commences with definitions of leadership and ethical leadership. The power and influence theory and the leadership trait theory are elaborated on before various leadership styles are described. The spotlight is placed on the autocratic, laissez-faire (delegative) and transactional leadership styles. Transformational and participative (democratic) leadership styles are included in the discussion as well as the servant, ethical and African leadership styles. The second

part of the literature review focuses on performance management in the public sector. An overview of the goal-setting and expectancy theories is included in the discussion. The literature review concludes in the third part of the chapter with an explanation of what organisational culture is.

The selected research design and methodology for this study are described in the following chapter, Chapter 3.

## CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

### 3.1 INTRODUCTION

The research problem for this study is that certain leadership styles negatively affect performance management and the organisational culture at the National Divisions and Components of the South African Police Service (SAPS). To address this problem in an effective and scientifically valid manner, a mixed methods research design was followed and implemented in two phases in this study.

- Phase 1: Semi-structured interviews were conducted online on MS Teams with individual Major Generals and Brigadiers from the Operational and Support Divisions.
- Phase 2: The Commanders of the Strategic Management Office were requested to complete an online questionnaire.

The overall aim of this study was to investigate the leadership styles and ethical leadership in the public sector and the ways in which leadership influences performance management and the organisational culture at pre-selected National Divisions of the SAPS, namely the Operational Division, Support Division and Strategic Management Office. The associated objectives are:

- To analyse the meaning of the concepts *leadership styles* and *ethical leadership* in the public sector.
- To critically evaluate the leadership styles practiced at the National Divisions of the SAPS to determine the predominant leadership style.
- To analyse the ways in which leadership influences performance management at the National Divisions of the SAPS.
- To analyse the ways in which leadership influences the organisational culture at the National Divisions of the SAPS.
- To formulate recommendations to the SAPS to enhance ethical leadership at its National Divisions.

This chapter presents an inclusive discussion on the design and methodology used to conduct this research. The research approach, mixed methods research design and data collection instruments as well as the population and sampling techniques are elaborated on. The methods used during data interpretation and analysis are also described. The chapter addresses the requirements of validity, reliability and trustworthiness. It also describes important ethical considerations applied in this research project.

### **3.2 RESEARCH APPROACH**

Epistemology is concerned with what represents satisfactory knowledge in a field of study, and epistemological assumptions relate to how things really are and how things work (Vejar, 2021). Ontology is defined as being concerned with the nature of reality, and ontological assumptions refer to the way things are – the nature of reality. To develop a conceptual framework, epistemological and ontological assumptions play a role. A conceptual framework is defined by Hannon and De Ridder (2021:14) as a system or a plane of interwoven concepts that together provide an all-inclusive understanding of a phenomenon.

A pragmatic world view or research approach was taken in this study because pragmatism allows for flexibility, as it is not committed to a single philosophy. Pragmatists believe that there are a number of ways of looking at the world, and highlight the fact that no single view can provide an absolute answer or solution, but that there is a need for multiple methods (Frega, 2019:410).

This study built on research conducted by Masilela (2017) to find the deeper relationships between leadership style, organisational culture and organisational performance in the public sector, specifically in the SAPS.

### **3.3 RESEARCH DESIGN**

According to Harris (2020:19), research design is defined as a plan that the researcher must use to observe and analyse as well as the reason why and how this is done. Harris (2020:20) stated that there are two key tasks in any research design. The researcher needs to know what they want to find out and then decide on the best way to do it.

The three types of research design commonly used are qualitative, quantitative and mixed methods research design (Lorino, 2018:32-33). The qualitative and quantitative approaches to research should not be seen as stringent. Mixed methods research is located in the centre of this range or field because it includes elements from both qualitative and quantitative approaches.

### **3.3.1 Quantitative research**

Quantitative research designs are constructed primarily to gather information in the form of numbers or responses that can easily be converted into numbers or statistics (Graustein, 2014:697; Yin, 2014:48).

It is an approach to test unbiased theories by examining the association among variables. Such variables can be assessed using instruments to analyse data through numerical measures. In conducting such research or inquiries, all efforts are made to protect the bias views and differences in explanations and allow for generalising and repeat findings. One of the great shortcomings of quantitative research is its inability to create alignment at different levels to describe leadership actions and results. In addition, Smith (2021:34) stated that surveys only measure attitudes about behaviour but do not actually observe behaviour.

### **3.3.2 Qualitative research**

Qualitative research is an approach to discover and understand the meaning people or groups accord to a collective or human problem. Qualitative research design typically involves questions and procedures; the collection of data in a predetermined environment or setting; and analysing the data by categorising, manipulating and summarising it to formulate a conclusion.

As hinted above, the qualitative approach is concerned with understanding social phenomena from the perspectives of participants (Bloomfield & Fisher, 2019:28). This requires the researcher's participation in the daily activities of those involved in the research. According to Smith (2021:37), qualitative research is interpretative research in which the inquirer is typically involved in a sustained and intensive experience with participants. This introduces a range of strategic, ethical and personal issues to the qualitative research process.

According to Bloomfield and Fisher (2019:29-31), qualitative research is responsible for a paradigm shift in research and longitudinal perspectives that are not provided by other methods. The use of qualitative research plays a significant role in all stages of investigating leadership, which is seen as a complex subject that must be investigated until saturation and full understanding are reached. This is supported by Yuki (2010:19), who highlighted that even after thousands of studies conducted in the field of leadership, there is not yet a basic theory that sufficiently describes all characteristics of the practice.

### **3.3.3 Mixed methods research design**

A mixed methods research design, featuring both qualitative and quantitative design aspects and tools, was used to explore the relationship between leadership styles, ethics, organisational culture and organisational performance in the SAPS National Divisions.

Mixed methods research, according to Eller, Gerber and Robinson (2017:22), is research in which the investigator gathers, analyses, combines and draws inferences from both quantitative and qualitative data in a single study or a programme of inquiry. McNabb (2017:5) defined it as research design with scientific assumptions and various methods of inquiry. Mixed methods research design involves philosophical assumptions that guide the collection and analysis of data and features a mixture of qualitative and quantitative data in a single study or series of studies.

Mixed methods research design was applied in this study, which assisted in triangulating the data. According to McNabb (2017:7), triangulation is the use of various data collection tools, which allows for the development of an all-inclusive understanding of the phenomenon under study. The data collection tools can complement one another by balancing out potential flaws. Early views were indeed that various means of data collection (called mixed methods) were promoted because all methods have a weakness and are biased, and the collection of both types of data – qualitative and quantitative – neutralised shortcomings.

Using only one research methodology, such as quantitative methodology, might leave gaps in the study results, which would make a researcher fail to produce a comprehensive research report. The use of a qualitative method helps to address not

only this concern but also the qualitative aspects of the research study. Consequently, this study has both quantitative and qualitative aspects. The strengths and weaknesses of these approaches are detailed in Table 3.1 below.

**Table 3.1: Strengths and weaknesses of using mixed methods**

STRENGTHS	WEAKNESSES
Offers compelling evidence for conclusions	More costly than using either a qualitative or quantitative research design
Increases ability to generalise the outcomes	Researchers require a better understanding of utilising multiple methods and approaches
Produces insightful knowledge that is crucial to informing theory and practice	Problematic when used in a single study
Provides a response to a broader range of research questions	Can be demanding for a single researcher, especially when the two approaches are used concomitantly
Makes use of the strength of one method to overcome the weaknesses in another method	Using mixed methods is time consuming

**Sources:** (McNabb, 2017:7; Eller *et al.*, 2017:22).

The research methodology discussed below brought about valid, reliable and trustworthy research findings and practicable proposals about leadership styles at the SAPS.

### **3.4 RESEARCH METHODOLOGY**

Research methodology is the path researchers take to conduct their research. According to Lorino (2018:37), the concept *methodology* relates to the values, techniques and practices used to oversee research. Research methodology should thus be understood as incorporating the entire process of conducting research – from planning and conducting the study to disseminating the findings and drawing conclusions and recommendations. This view is supported by Harris (2020:20), who



defined research methodology as a plan of the process that will be used to collect the required information and data that will be analysed to reach valid and reliable conclusions.

Research methodology offers the structure used to collect and analyse data. In addition, it involves the general plan for the research. It contains clear objectives, states the reasons for the selection of a particular case study, identifies the sources from which data will be collected, and explains the research constraints and ethical considerations. The research methodology applied in this study is elaborated upon in more detail in the following sections. The role of the literature review and document analysis is highlighted followed by a description of the case study and the instruments used to gather data.

#### **3.4.1 Literature review**

A literature review was conducted to appraise, examine, explore and analyse literature on leadership, leadership styles in the public service, organisational culture, organisational performance and theories of leadership. The power and influence theory and the leadership trait theory were examined for suitability to the study of leadership styles. The literature review therefore provided the platform to examine and explore what leadership means in general as well as in the public service and SAPS. Types of leadership styles were discussed. The autocratic leadership, laissez-faire (delegative) leadership, transactional leadership and transformational leadership styles were described in detail. The influence of leadership and leadership styles on organisational performance was also elaborated on. Expectancy theory was used as foundation to study performance management in the public sector.

#### **3.4.2 Document analysis**

All available performance plans were studied to establish whether the SAPS is reaching its goals through individual member performance. In addition, available planning documents were studied to establish whether the SAPS is reaching its goals. The performance plans and job descriptions of the staff of the National Office contain confidential information and are not in the public domain. Permission was received to access these documents for academic purposes. The confidentiality of the persons was respected, and their identities are not revealed in the dissertation. The five-year

Strategic Plan of the SAPS and the Annual Performance Plan of the National Office of the SAPS are available in the public domain and were included in the document analysis of this study.

### **3.4.3 Case study method**

The case study method refers to an in-depth investigation of a research problem in its natural setting and real-life context. It can easily be combined with a range of data collection methods, such as questionnaires and interviews (Phophalia, 2010:18-19). Pollitt (2016:82-86) argued that a detailed description of a well-researched single case study may provide selected conclusions to other institutions in a similar situation or context.

Generally, single case study designs can be divided into two subcategories: holistic designs and embedded designs. The single-case (holistic) design focuses on one unit of analysis. For example, if the entire Head Office of the SAPS had been selected as the unit of analysis, the researcher would have drawn conclusions of the entire Head Office. In contrast to holistic design, Yin (2014:50) asserted that the single-embedded case study can have more than one unit of analysis. In this instance, the researcher pays attention to a specific subunit or subunits within a holistic case. Using the previous example, the researcher drew conclusions by analysing selected National Divisions and Components as subunits of the SAPS.

The single case study design followed in this study provided the researcher the opportunity to conduct a thorough investigation of the leadership styles at particular National Divisions and Components of the SAPS and how leadership affects performance management and organisational culture at these National Divisions. Diverse perspectives on the research phenomenon were acquired from Major Generals and Brigadiers of the Operational Division, Major Generals and Brigadiers from the Support Division, and Strategic Management Commanders who work directly with the Heads of the National Divisions and Components. The participants who were interviewed included senior managers, namely Major Generals and Brigadiers, at the National Divisions of the SAPS. The questionnaire was completed by middle managers, namely Colonels who are Strategic Management Commanders. The case

study research method thus allowed the researcher to investigate the research problem on multiple levels.

The study was conducted in Gauteng at the Pretoria Head Office, which hosts all SAPS National Divisions and Components. The researcher was stationed there as a member of the SAPS and had served the organisation for 32 years at the time the research was conducted. At the time of data collection, the researcher held the rank of Brigadier/Director, and was the Section Head of the Strategy Development and Implementation Support Division. Refer to Chapter 4 (*Policing legislated framework and oversight bodies*) for a detailed description of the legislated framework of the case study used in this research.

Given that the research topic was leadership styles, minor discomfort was experienced by some of the Major Generals employed at a higher level than the researcher. To ensure that there were no power relationship challenges, the researcher maintained openness and transparency. The researcher was guided by the participants' reactions or behaviour towards the questions. The interviewees were ensured of the researcher's objectivity when any discomfort was detected. The participants were dealt with in a scientific and honest manner. The researcher reassured the participants that anonymity would be maintained when reporting on the data and the findings of the study. The Commanders of the Strategic Management Office were junior members, and the researcher was not directly involved when they completed the questionnaires. The identity of the participants was not made known and confidentiality was respected.

Phophalia (2010:20) highlighted that a researcher's involvement in the case study can be valuable and constructive rather than harmful. For this study, the researcher does not feel that her position as Brigadier compromised the study, as the study area is listed as a preferred topic for research by the Research Component of the SAPS. The targeted Major Generals and Brigadiers therefore felt comfortable to talk freely about the topic under study. No resistance was experienced from the Commanders either.

#### **3.4.4 Empirical research**

There are four basic data collection methods in social science research: documentary research, surveys by means of questionnaires, personal and focus group interviews,

and observation (Groenland, 2019:46). The data collection instruments used as part of the empirical research in this study included online interviews and a questionnaire.

To achieve the overall aim to analyse and examine the leadership styles of management at the National Divisions and Components of the SAPS, online interviews were conducted with Major Generals and Brigadiers of the Operational and Support Divisions at national level. Commanders of the Strategic Management Office were requested to complete an online questionnaire.

The researcher continued with the interviews until saturation was reached. Intuitively, the expectation was to have five interviews. However, if saturation was not reached, the researcher would continue with more interviews.

### **3.5 DATA COLLECTION INSTRUMENTS**

There are several methods to apply when using surveys to collect data. They can be divided into two generic categories: interviews and questionnaires. With the fast pace of technology development, especially regarding human interaction on social and online platforms, innovation in this area allows one to reach people who cannot be reached in person to conduct interviews or distribute questionnaires (Groenland, 2019:47).

#### **3.5.1 Interviews**

Kara (2019:14) submitted that interviews are a qualitative research technique that involves conducting interviews with a selected number of participants to discover their viewpoints on a specific idea or topic. Interviews can be conducted through telephonic conversations, person-to-person verbal exchanges, and group discussions. According to Jain (2021:544), interviews are used to establish and recognise possible causes that guide behaviours and decision-making. Interviews can be conducted in three different ways: structured, semi-structured and unstructured, as described in the following sections.

##### ***Structured interviews***

A structured interview comprises a sequence of predetermined questions that each interviewee answers in the same order. The analysis of this data is straightforward because the researcher can relate and identify divergence or different responses to

the same questions. When one formulates predetermined questions, the result can be a structured interview plan, with a set interview guide or diary (Kara, 2019:15).

***Unstructured interviews***

Unstructured interviews can be challenging because there are no questions prepared prior to the interview taking place. This can result in bias as the formulation of the questions may not be the same for all participants (Jain, 2021:541).

***Semi-structured interviews***

Semi-structured interviews meet the requirements of both structured and unstructured interviews. In semi-structured interviews, questions are prepared by the interviewer, which are the same questions that each participant are asked; however, additional questions may be asked to get clarity on a particular response. The additional questions might not be asked of all participants, as they depend on how participants respond (Jain, 2021:542).

**3.5.1.1 *Advantages and disadvantages of interviews***

Interviews hold advantages and disadvantages as listed in the following Table 3.2.

**Table 3.2: Advantages and disadvantages of interviews**

<b>ADVANTAGES</b>	<b>DISADVANTAGES</b>
Interviews provide flexibility to the interviewer as follow-up questions can be asked. The interviewer can decide on the order of questions because they are in control of the process.	Interview studies are time consuming and drive up costs
The response rate to interviews is better than for questionnaires, and interviews allow people who cannot read or write to be part of a study	Interviews can be biased towards the interviewer. This means that a participant can respond depending on their view of the researcher and choose which questions to respond to. This can be influenced by the interviewer’s race, social standing, age or physical appearance.

ADVANTAGES	DISADVANTAGES
Interviews provide the interviewer the opportunity to assess the facial expressions and body language of participants.	Anonymity is not an option when an interview is conducted, which could be a concern for participants.
Interviews can be held at any place/time determined and agreed upon by the interviewer and the participant.	Access to participants can prove problematic.

**Sources:** (adapted from Jain, 2021:542; Kara, 2019:15; Groenland, 2019:47).

In this study, semi-structured interviews were conducted online on MS Teams with four Major Generals and Brigadiers from the Operational Division and four Major Generals and Brigadiers from the Support Division. A total of eight interviews were thus conducted.

### 3.5.2 Questionnaire

According to Sullivan (2020:72), good research design must ensure that the questionnaire addresses the research questions. If the questionnaire is poorly designed, the result is a reduced response rate from potential participants.

In this study, an online questionnaire was distributed to 22 Commanders of the Strategic Management Office. The design of the questionnaire related to leadership, types of leadership styles, organisational performance and organisational culture. The first part of the questionnaire focused on leadership style. Participants were requested to indicate their agreement or disagreement to four statements, such as: 'Your manager enforces that ethics policies and behaviour are applied consistently at all levels', 'Your manager makes certain that there is widespread agreement and understanding about the goals of the organisation', and 'Your manager holds members accountable through the application of consequence management'.

The second part of the questionnaire was about organisational performance. It focused on trust, respect and support and whether the community is satisfied that the police are reducing crime to the well-being and safety of the community. The following

five statements were included in this part of the questionnaire: 'The clients of the organisation have trust and respect, and support the work of the SAPS', 'The community at large are satisfied that the police are reducing crime to the well-being and the safety of community', 'The leaders of the SAPS set goals that are ambitious, but also realistic', and 'The leadership of the SAPS sets the tone for good governance and accountability'.

Organisational culture was the topic for the third part of the questionnaire, which enquired whether the culture of the SAPS demonstrates a workforce that is accountable. The following three statements were included in this part of the questionnaire: 'The culture of the SAPS demonstrates a workforce which is ethical and accountable', 'The set values of the SAPS are clear and consistent, and they govern the way the SAPS is doing things' and 'Decisions are made at a level where relevant information is available and accessible'.

### **3.6 POPULATION AND SAMPLING TECHNIQUES**

Levy and Lemeshow (2008:56) defined a sample as being representative of a population. The process of sampling entails choosing a number of participants from the broader population to represent it. Sampling is concerned with information richness, which means that sampling requires adequate sampling of information sources and the identification of appropriate participants – those who can best inform the study.

According to Levy and Lemeshow (2008:61-67), sample size is influenced by three factors: the purpose of the study, population size, and potential risks. There are a number of sampling techniques that can be used to determine a sample. Purposive or judgemental sampling is a strategy in which specific locations, persons or events are nominated intentionally to provide information that cannot be obtained from other sources. The researcher thus includes cases or participants in the sample. A judgemental sample is best used when the number of participants in a population is small, but the researcher is convinced that the sample size will be sufficient to respond to the demands and questions of the study.

Convenience sampling is a type of non-probability sampling in which people are sampled simply because they are 'convenient' sources of data for researchers.

Convenience sampling is thus the identification of members based on their convenient accessibility, and the researcher only selects those participants who are easily accessible. Convenience sampling was selected for this study because it was uncomplicated and economical to select the Major Generals and Brigadiers. All components of the population were eligible. However, for practical reasons and cost-effectiveness, only 50% of the population was targeted for the interviews. Convenience sampling was appropriate because the Major Generals and Brigadiers were readily approachable to be part of the sample. The researcher selected convenience sampling with the knowledge that the Major Generals and Brigadiers who were available were to be targeted when the interviews were conducted. This approach limited the risk of reduced participation due to unavailability.

As stated above, an online questionnaire was distributed to 23 Commanders of the Strategic Management Office. Purposive sampling (non-probability sampling), based on the characteristics of the entire population and the objective of the study, was used to select this group of participants. The entire site population, 23 in total, was invited to complete the questionnaire. The Commanders are Strategic Management Commanders who work directly with the Heads of the National Divisions and Components. They are responsible for performance management information and have excellent experience in policing. Their opinions added value to this study as they had good exposure to the top management of the divisions in which they function.

The workforce of the South African Police Service is approximately 187 000 members, which includes members appointed in terms of the Public Service Act 147 of 1999 and administration personnel. Members appointed in terms of the South African Police Service Act 68 of 1995 (SAPS Act) who are police officers and officials are also included. The sample of this investigation was limited to the National Office, which has a total of 12 divisions. The sample includes the Operational Division, which purely focuses on fighting crime, and the Support Division, which enables policing by providing support to the Operational Division through resources such as technology, equipment and vehicles, training and human capital. The Operational Division relies on the Support Division to provide them with the tools of trade to effectively function.

The total workforce of the National Divisions and Components is 38 618 members comprising appointments through both the Public Service Act 147 of 1999 and the



SAPS Act. A division is led by a senior manager at the level of Lieutenant General (when equated to the public service this would be a Deputy Director General). Division structure can be further broken down into sections, which are managed by a Major General (in the Public Service this rank is equal to a Chief Director). For this study, the sample for investigation was limited to the Operational and Support Divisions.

The details of the participants of the research project are listed in Table 3.3 below.

**Table 3.3: Site population and sample size**

<b>Groups</b>	<b>Participant groups targeted for the research</b>	<b>Site population size</b>	<b>Sample size</b>
Group 1	Major Generals and Brigadiers: Operational Division at national level	Eight	50% of the site population: = Four interviews
Group 2	Major Generals and Brigadiers: Support Division at national level	Eight	50% of the site population: = Four interviews
Group 3	Commanders of the Strategic Management Office	23	The entire site population was invited to complete the questionnaire: 22 questionnaires were returned

### **3.7 DATA INTERPRETATION AND ANALYSIS**

Analysis in the context of research refers to examining for patterns in material or data. Searching for patterns implies that the researcher has to make comparisons between separate segments, either within a single unit of text or across various units. These patterns are used to formulate answers to the research questions. Qualitative analysis is the examination of qualitative data, such as text data from interview transcripts. An important aspect of qualitative analysis is being able to make logical sense or understanding of a situation or event. An innovative and investigative mind is needed for qualitative analysis, and it must be based on an ethical and open-minded approach

and logical or realistic solutions and strategies. Qualitative data analysis is therefore severely dependent on the researcher's investigative and combination skills and knowledge of the social context where the data is collected (Bazeley, 2021:310-311).

Quantitative analysis is focused on statistics. Statistical tools, such as the Statistical Package for the Social Sciences (SPSS), can be used to analyse numeric data. Analysis can be done through descriptive analysis or inferential analysis. Descriptive analysis relates to statistically labelling and presenting theories of relations. Inferential analysis relates to the statistical testing of theories. An important innovation in the field of data analysis has been the development of various computer programs to support research. Whilst the different programs have similar qualities, they also have their own distinct structures (Fielding, 2004:295).

Gathering research data is seen as the most important part of the researcher's efforts to find answers to a research problem. The data collected holds clues that are critical to answering the research questions. To solve these clues, the researcher is dependent on statistical procedures. These allow the researcher to label collections of individuals and events, observe the relationships between different variables, measure variances between groups and circumstances, and test and generalise results achieved from a sample to the population from which the sample was drawn. Such information can assist the researcher in interpreting data for the purpose of providing significant understandings about the problem being examined (Bazeley, 2021:309).

In this study, qualitative data analysis was used to analyse the data collected through the interviews. The data was analysed in a descriptive manner, as follows (Fielding, 2004:295; Bazeley, 2021:308-311):

- Familiarisation by reading field notes, interview transcripts and audio tapes
- Inducing themes by creating themes and categorising the data accordingly
- Elaboration, which is about finding meaning on themes, categories and codes
- Interpretation by using categories to write interpretations

A quantitative approach was taken to analyse the data collected through the questionnaire. SPSS was used to process the data and compare mean scores. Descriptive statistics allowed the researcher to describe and summarise the data.

Frequency distribution as well as graphical and numerical values are used to present the data in Chapter 5.

Successful data analysis can only be achieved if all mandated tasks are carried out. In addition, validity, reliability and trustworthiness must be ensured and maintained in mixed methods research designs.

### **3.8 VALIDITY, RELIABILITY AND TRUSTWORTHINESS**

According to Youngs and Piggot-Irvine (2012:188), validity is, amongst other features, concerned with the idea that the research design fully addresses the research questions and objectives that the researcher aims to respond to or achieve. Mixed methods research validity therefore reveals that a researcher can draw significant and useful inferences from scores on specific instruments. Moreover, validity is divided into internal and external validity. Internal validity refers to the validity of the research findings from the sample to the research population as well as the causal relationship between variables (the questions contained in the questionnaire). External validity refers to the quality of being able to generalise the research findings to other similar cases and contexts.

According to Yadav (2022:679), reliability is defined as the extent to which the results of a study are consistent over time. It refers to the extent to which obtained scores may be generalised to different measuring occasions, measurement forms and measurement administrators. It is generally accepted that when a test measures the same thing repeatedly and the outcomes stay the same, reliability is achieved. Reliability is thus achieved when the researcher's data collection techniques and analytical measures produce constant results when replicated by another researcher or on a different occasion.

In mixed methods research designs, validity and reliability are described through strategies for trustworthiness. Trustworthiness is analysed by referring to credibility, transferability, dependability and confirmability.

#### **3.8.1 Credibility**

Credibility in this study was achieved by striving for the truth through an accurate description of the investigated phenomenon. The credibility of the findings and results

was enhanced through triangulation. In layman's terms, triangulation is an approach that utilises multiple data sources, informants and methods to gather multiple perspectives on the same issue to gain a complete understanding of the research phenomena (Youngs & Piggot-Irvine, 2012:187-189).

### **3.8.2 Transferability**

In the academic environment, transferability refers to the extent to which research findings can be transferred to other similar situations or cases (Harley & Cornelissen, 2022:241). With reference to this study, transferability refers to the extent to which the proposals and guidelines delivered to the SAPS on how to enhance ethical leadership at its National Divisions can be transferred to other police stations in South Africa. In fact, the representativeness of the sample relative to the larger population was reached by applying convenience sampling and purposive (non-probability) sampling techniques. Furthermore, the transferability of this study was enhanced through the selection of a typical case, which is the SAPS Head Office that hosts all SAPS National Divisions and Components.

### **3.8.3 Dependability**

Dependability refers to the extent to which research findings and conclusions remain consistent should the study be repeated with the same or similar participants in the same or similar contextual setting (Harley & Cornelissen, 2022:242). As stated above, this study used triangulation as a method as well as data triangulation to confirm the study findings and conclusions to enhance the accuracy and integrity of the data. The dependability of the findings and results of the study was enhanced by describing the exact procedures and instruments to gather data and do analysis. Substantive deliberation of the research approach, population and sampling techniques, and data collection instruments and data analysis methods was included in the description of the research design and methodology.

### **3.8.4 Confirmability**

According to Yadav (2022:681-683), confirmability deals with the comprehensive examination of the entire scientific inquiry from beginning to end by checking, reconstructing and evaluating the audit trail of the data and records to determine the

scientific adequacy of the study. Confirmability thus refers to the extent to which the findings can be independently confirmed by other researchers and therefore confirms the extent to which the research methods of data collection and analysis are accurate. The researcher ensured confirmability by documenting the phases of the research process from conceptualisation to operationalisation, analysis and reaching conclusions.

Collectively, the strategies and measures taken for this study ensured the credibility, transferability, dependability and confirmability of its findings. The results confirmed the trustworthiness of the study. Moreover, trustworthiness was enhanced by complying with the ethical requirements that govern research. These aspects are described in the following section.

### **3.9 ETHICAL CONSIDERATION**

Ethical standards have to be maintained in research, especially in research that involves human participation. Given the social interaction between the participants and the researcher during data collection, there exists the possibility of the participants being affected in some inadvertent way. This includes possible psychological, financial and social harm. According to Poth (2021:79), participants in research should be treated as ends and not as means. Vulnerable participants who may not necessarily understand such activities must be protected from potential harm. It is thus critical that the participants agree voluntarily to be part of a study without any coercion or deception being applied.

Regarding this study, the researcher abided by the Unisa Policy on Research Ethics (Unisa, 2007). As a member of the SAPS, the researcher also adhered to the Ethical Code of Conduct of the SAPS and Articles 70 and 71 of the SAPS Act. The right of privacy of individual officers as set out in Section 14 of the Constitution was protected. The identities of participants were therefore not disclosed.

Ethics clearance for the study was granted by the Unisa Department of Public Administration and Management (Appendix A). The SAPS has a strict policy on access to information, and permission to conduct research is regulated. This requires that a formal application be made before permission can be granted (Appendix B). In this study, the researcher sought official approval from the SAPS to ensure that obtaining

information from members within the service was done in an ethical, correct manner (Appendix C). No confidential or sensitive information was shared with any unauthorised third party.

The contact details of the participants were made available at the SAPS Administration Offices. The Unisa Ethics Clearance Certificate and permission letter from the SAPS were made available to the participants. After requesting the individual participants to participate in the research, the researcher discussed the objectives of the research and handed out the Participant Information Letter (Appendix D). The purpose of the research, reason for participation, potential benefits of taking part in the study, nature of the participation, and the right to withdraw from the study, even after having agreed to participate, were explained. Consenting participants were requested to sign the Informed Consent Form (Appendix E) before data collection commenced. All information provided by the participants was considered confidential and the data received served no other purpose than purely for academic research. The participants were not compensated for their participation in the study. To protect the anonymity of participants, interview dates and times are not indicated in Chapter 5 (*Data analysis and findings*). The ranks of the commissioned officers have also been withheld. The researcher refrained from using any tactics to influence participants to participate in the study.

### **3.10 CHAPTER SUMMARY**

This chapter presents the selected research methodology and design for the study. The rationale for using a mixed methods approach is discussed in detail. To respond to the research problem, that some leadership styles negatively affect performance management and the organisational culture at the National Divisions and Components of the SAPS, the researcher adopted a mixed methods research design supported by empirical research. The empirical research was implemented in two phases. Phase 1 comprised semi-structured interviews conducted through MS Teams with individual Major Generals and Brigadiers from the Operational and Support Divisions. Phase 2 comprised an online questionnaire distributed to the Commanders of the Strategic Management Office. The research methodology is discussed in terms of the literature review, document analysis, case study and empirical research. Semi-structured interviews as data collection instrument are described. The chapter also explains the

design of the questionnaire and examines the population, sampling techniques and sample size. In addition, data extraction and analysis are briefly touched on as well as the criteria to ensure the methodological quality of this research. This entailed validity and reliability to ensure that the study was not biased. In conclusion, the importance of ethical considerations is reviewed.

Chapter 4 presents an overview of the policing legislated framework and SAPS oversight bodies.

## **CHAPTER 4: POLICING LEGISLATED FRAMEWORK AND OVERSIGHT BODIES**

### **4.1 INTRODUCTION**

The chapter commences with a historical perspective on the need for policing services. The ideas of influential philosophers Thomas Hobbes, John Locke and Jean-Jacques Rousseau are touched on to explain the philosophical grounds for providing policing services. The legislative framework for policing in South Africa then follows. Here, the Constitution as supreme law and the SAPS Act receive the spotlight before the CSPA and the South African Police Service Code of Conduct are discussed. Police oversight bodies are attended to with reference to the Parliamentary Portfolio Committee, Select Committee on Security and Justice, and the Civilian Secretariat for Police. The Independent Police Investigative Directorate and the Joint Standing Committee on Intelligence Services are also attended to. Brief descriptions of the Justice, Crime Prevention and Security Cluster and the AGSA complete the explanation of the oversight bodies. The chapter concludes with an overview of the SAPS ranks structure and the sequence of appointments of National Commissioner since 2000.

A historical perspective on the need for policing services and the philosophical grounds for providing policing services are touched on in the following section. The policing legislated framework and oversight bodies are described thereafter.

### **4.2 THE NEED FOR POLICING SERVICES: HISTORICAL PERSPECTIVE**

One of humankind's first discoveries was that it is useful to live in communities. The family as a group developed naturally, but the family unit was too small to compensate for the physical weakness of people and the threat of the elements. People soon learnt that those things they were unable to do themselves could easily be done by a group. Division of labour took place in very early communities. Each person had a specific task to perform for the survival of the community. Such was the necessity for each person to perform their tasks properly, that the community developed customs and moral rules to guide people's behaviour. Anger, hatred and greed, however, caused people to break the rules. For the community to survive, it was thus essential to uphold the customs and rules (Hough, 2020:1-3).



Initially, there was no specialised institution to exercise social control and protect the innocent against criminals, robbers or attackers. People were their own protectors. In other words, individuals themselves served as police and soldiers. The way people were supposed to behave (as informally agreed upon) and the rules were informally enforced through peer pressure and by mutual consent. Morals and customs defined expected and acceptable behaviour. As communities grew and developed, the responsibility to take care of the needs of the community became more complex and demanding. Rules of conduct became more formal, and punishments were prescribed for those who broke the rules. At the same time, a system developed to enforce the rules and carry out punishments (Roelofse, 2018:2-7; Omeni, 2022:1-3).

The first criminal code was developed in Babylonia under King Hammurabi 2 000 years before the birth of Christ. This code explained the responsibilities of individuals to one another and to the community as a whole. Certain individuals were given the authority to enforce the code and punish those who did not follow it (Omeni, 2022:5). Several centuries later, Egypt introduced a system of courts and judges to administer the laws of the land. After that, more sophisticated systems developed in Persia, Greece and Rome (Stuurman, 2021:9-12; Bernstein, 2022:2-4).

Policing services therefore originated in response to communities' need for a means to enforce rules and protect the innocent against offenders. Today, in South Africa, the police service is part of the executive authority. Its role is to enforce the laws made by the legislature and to refer any offence against the laws to the judicial institutions. However, the nature and scope of policing services are not decided by theoreticians or academics. As with all services provided by government, policing services develop as society grows and develops or declines. Society is dynamic, therefore the nature and scope of the roles in communities change continually. In the same way, the nature and scope of the services provided by the police to fulfil their role in society change continually (Hough, 2020:4-5; Roelofse, 2018:7&8).

Public policing remains one way in which the goal of a safe community can be realised, but there are various ways to protect communities, which include the private sector, pressure groups and citizens. An immediate consequence of having many protection agencies and partnerships is that social control is fragmented in the short term. The demand for police action in dealing with violent conflict, providing crisis intervention,

and maintaining public order is increasing worldwide. Crime prevention has always been a key element in policing. Even prior to industrialisation, watchmen patrolled the city streets partially to prevent crime (Roelofse, 2018:12-16).

At present, in terms of the provisions of the Constitution, the security services of the Republic comprise a single defence force, a single police service, and any intelligence services established in terms of the Constitution, Section 199(10). The police service, as part of the security services, is structured and regulated by national legislation (Section 199(4)). The national police service is structured to function in the national, provincial and, where appropriate, local spheres of government (Section 205(1)). National legislation determines the powers and functions of the police service and empowers the police service to carry out its responsibilities effectively with due consideration for the needs of the provinces (Section 205(2)).

#### **4.2.1 Philosophical grounds for providing policing services**

The philosophical grounds for governments to provide policing services are briefly described in this section. The philosophical origin of the need for policing services relates to the concept of the social contract. The three most influential philosophers in this area were Thomas Hobbes, John Locke and Jean-Jacques Rousseau.

Hobbes argued that people are essentially irrational and selfish. He was of the opinion that people possess only sufficient rationality to recognise their situation and establish a government for self-protection (Lloyd & Sreedhar, 2022:85).

John Locke, in his *Second Treatise on Civil Government*, justified the actions of the government in terms of his social contract theory. According to Locke, people are created in their natural state to be free, equal and independent and have an inherent inalienable right to life, freedom and property. Every person has the right to defend themselves against those who threaten such freedom. Locke was of the opinion that although most people are good, there are always those inclined to prey on their fellow human beings, which in turn means that people have to be on their guard against such offenders or thieves. In an attempt to avoid such an inhuman existence, people band together and create governments to which they cede their right to self-protection. In return, they receive government protection for their lives, property and freedom. As in any contract, there are benefits and obligations on both sides. People give up the right

to protect themselves and receive protection in return. Governments offer protection and receive loyalty and obedience in return (Sullivan, 2020:73).

According to Hobbes and Locke, the main need that leads to the social contract is the need for protection of, among other things, freedom, property and lives. Hobbes added to this the need to escape from a state of war. In Locke's opinion the social contract amounted to the establishment of a civil society with a protection or policing function.

Jean-Jacques Rousseau, a conflict theorist, differed substantially from both Hobbes and Locke. In Rousseau's view, people are born free but yet are chained in all respects. Like Plato, Rousseau associated the loss of freedom and the advent of conflict in modern communities with the development of private ownership and the uneven distribution of resources (Sullivan, 2020:75&76).

#### **4.2.2 Events that changed the culture of the SAPS**

The Marikana massacre of 2012 and the failing leadership of previous National Commissioners are mentioned as catalytic events that highlight the continued need for change in the culture of the SAPS.

##### *4.2.2.1 Marikana massacre of 2012*

The organisational culture of the SAPS has changed from 'police force' to 'police service'. Instances such as the Marikana massacre on 16 August 2012 forced SAPS management to take a step back and assess itself. The Marikana massacre brought to light how much the culture of the police still needed to change. The incident resulted in a commission of enquiry, the Farlam Commission, being instituted to determine what went wrong at the Marikana mine in the Northwest province, where police officers and officials unjustifiably shot at 112 striking mineworkers and killed 34 of them (South African History Online, 2020). The Farlam Commission's recommendation was that the culture of the SAPS be built around the Code of Conduct of the SAPS. Since 2016, the SAPS has introduced a number of initiatives in its transformation and demilitarisation approach. Whilst much progress has been made, incidences of police brutality still bring harm to the reputation of the SAPS and its members. Incidences of police brutality, corruption, extortion, high rates of absenteeism, and increases in

disciplinary cases escalate and contribute negatively towards the organisational culture (Parliamentary Monitoring Group, 2017).

#### 4.2.2.2 *Failing leadership by National Commissioners*

The appointment of commissioners is done by the sitting President at the time. An overview of the leadership of the National Commissioners follows below:

- On 1 January 2000, Minister Tshwete paid tribute to the then National Commissioner, George Fivaz who was retiring. He indicated that policing in South Africa had entered a new era with the appointment of the National Commissioner, Jackie Selebi as the second National Commissioner of the South African Police Service since democracy (allAfrica, 2000). Jackie Selebi served in this position from 2000 to 2008. Unfortunately, he was accused of being involved in corruption and was charged and found guilty of corruption and sentenced to a period of 15 years in prison (SAPS, 2022(b)).
- Bheki Hamilton Cele was appointed as Police Commissioner on 2 August 2009. The President expressed no doubt that the new National Commissioner would lead the SAPS efficiently and effectively by improving its capacity to fight crime (Mail & Guardian, 2009). Regrettably, Bheki Cele was suspended in October 2011 for misconduct and removed from office in June 2012 (SAPS, 2022(b)).
- On 24 October 2011, former President Zuma appointed Lieutenant General Nhlanhla Sibusiso Mkhwanazi as Acting National Commissioner. Lieutenant General Mkhwanazi had worked in the SAPS since 1993 and was serving as Component Head of Specialised Operations before his appointment to this position (Politicsweb, 2011). He was replaced by a permanent National Commissioner in 2012 (SAPS, 2022(b)).
- On 12 June 2012, former President Zuma announced the appointment of the new National Commissioner. Minister of Police Nathi Mthethwa welcomed General Mangwashi Victoria “Riah” Phiyega to the police family on behalf of all employees, saying, “*We will give her all the necessary support to ensure that we collectively continue to deal a blow to crime*” (SAPS, 2012). General Phiyega was suspended pending the outcome of a board of inquiry, which was

established to probe allegations of misconduct and her fitness to hold office as well as her capacity to execute official duties efficiently (SAPS, 2022(b)).

- Lieutenant General Johannes Khomotso Phahlane was appointed as Acting National Commissioner on 15 October 2015 (Presidency, 2017). On 1 June 2017, General Phahlane was removed from office on allegations of corruption (TimesLIVE, 2017).
- On 1 June 2017, former President Zuma announced the appointment of Acting National Commissioner Lesetja Mothiba as interim National Commissioner (The Presidency, 2017). He was replaced by a permanent National Commissioner later in 2017 (SAPS, 2019).
- General Khehla John Sitole was appointed as National Commissioner on 22 November 2017. A formal parade was hosted during which the sword of command was officially bestowed on the newly appointed National Commissioner of the SAPS at the Tshwane SAPS Academy (South African Government, 2017). Sadly, his contract was terminated eight months prior to him fulfilling his term in office (The South African, 2022; SAPS, 2022(b)).
- On 1 April 2022, President Ramaphosa appointed yet another National Commissioner – General Sehlale Fannie Masemola. The SAPS needs ethical and stable leadership and clear direction to reduce crime in the country. Strong, ethical and pragmatic leadership is required to take the SAPS forward. Regrettably, the trend of corruption and misconduct of previous National Commissioners paints a grim picture (Eyewitness News, 2022).

In summary, poor leadership, a lack of management skills, corruption, unethical conduct, criminality and mismanagement are some of the trademarks of past leadership of the SAPS. With every new or interim National Commissioner appointed, there was always the hope of stability and heightened morale. However, this was never the case. With almost each new appointment, a new structure had to be implemented, as no incoming incumbent agreed with the previous National Commissioner's strategy nor did they opt to build on that. This, among other reasons, caused instability as there were far too many changes for the SAPS, a huge government department, to implement. Each change of National Commissioner was thus accompanied by problematic changes in the lower divisions. These constant

changes have negatively affected the functioning of the SAPS. Without holding one specific individual to account, aspects such as command and control, discipline, morale, early resignations, poor organisational performance, qualified audits, wasteful expenditure, and poor financial planning and spending have had serious implications for all spheres of government (SAPS, 2022(b)).

### **4.3 LEGISLATIVE FRAMEWORK FOR POLICING IN SOUTH AFRICA**

As a rule, policing practices differ from country to country depending on the government system and unique needs of citizens. Policing models adopted by law enforcement agencies and organisations are generally informed by history, the type of community, cultural practices and social dynamics as well as the values of the community and their belief system. Very often, criminal activities also determine the policing model that is eventually adopted in a country. The former South African Police was created after the establishment of the Union of South Africa in 1913. After the end of apartheid, the South African Police was renamed the South African Police Service (SAPS), and the Ministry of Law and Order was renamed the Ministry of Safety and Security, in keeping with these symbolic reforms. By the end of 1995, the SAPS had incorporated the 10 police agencies of the former homelands and had reorganised at both national and provincial level.

The Constitution as supreme law and the SAPS Act, CSPA and the South African Police Service Code of Conduct are elaborated on in the following sections.

#### **4.3.1 Constitution of 1996 as supreme law**

Section 2 of the Constitution stipulates that the Constitution is the supreme law of the Republic. The Constitution, as representative of the values of the broad South African society, is the foundation of all government's policies and procedures. The Constitution therefore also regulates the role and powers of policing in South Africa. Chapter 11 of the Constitution makes provision for security services to be provided within the borders of the Republic of South Africa and specifically states that the security services of the Republic comprise a single defence force, a single police service, and the intelligence services. Section 199 also makes specific reference to security services as a single defence force, a single police service, and any intelligence established in terms of the Constitution (Constitution, 1996).

The foundation of the structure of the police service is found in Section 205(1) of the Constitution, which highlights the structure of the SAPS at the national, provincial and local levels of government. The Constitution regulates the police service in terms of its core functions, which are to: (1) prevent, combat and investigate crime, (2) maintain public order, (3) protect and secure the inhabitants of the Republic and their property, and (4) uphold and enforce the law. The SAPS aims to create a safe and secure environment for all people in South Africa, prevent anything that may threaten the safety or security of any community, investigate any crimes that threaten the safety or security of any community, ensure criminals are brought to justice, and participate in efforts to address the causes of crime (Constitution, 1996:Section 205).

#### **4.3.2 South African Police Service Act 68 of 1995**

The SAPS Act provides for the establishment, organisation, regulation and control of the SAPS. The SAPS is the national police force of the Republic of South Africa. The SAPS Act prescribes that the top management of the SAPS comprise a National Commissioner and nine Provincial Commissioners. The more than 1 000 police stations are divided according to provincial borders, and a Provincial Commissioner is appointed in each province. The Provincial Commissioners report directly to the National Commissioner. Provincial Commissioners must determine the distribution of the strength of the police service under their jurisdiction in the province among different areas, stations, offices and units (SAPS Act, 1995:Sections 11&12). Notably, Section 206(3) of the Constitution states that each province should monitor police officers, officials and their conduct and oversee their effectiveness and efficiency.

The SAPS Act also prescribes the role of the National Commissioner and assigns specific powers to the National Commissioner, such as setting the priorities and objectives of policing, establishing training institutions, and developing a strategic plan on a yearly basis. There have, however, been changes over the years in that the strategic plan is now aligned to the electoral cycle and Medium-Term Strategic Framework (MTSF). The SAPS Act also prescribes the duties and functions of the Provincial Commissioners, whose main role is to command the police in their respective provinces. They are required to set up and maintain police stations and make decisions regarding the areas in which these stations and units will serve (SAPS Act, 1995:Section 11).

Significantly, Section 24(1) of the SAPS Act empowers the Member of the Executive Council (MEC) for Safety and Security to develop appointment procedures, terms and conditions of the SAPS, and the principles behind the termination of service. Furthermore, Section 24(1) of the SAPS Act empowers the Minister of Safety and Security to draft regulations with regard to the exercise of police powers as well as the performance of their duties and functions.

#### **4.3.3 Civilian Secretariat for Police Service Act 2 of 2011**

The CSPS regulates the establishment of the Civilian Secretariat for Police Service (Civilian Secretariat). The Civilian Secretariat performs advisory functions on several matters, which include (among others): (1) departmental policy and strategy, (2) legislation, (3) police performance audits, (4) internal and external communication, (5) community mobilisation on crime prevention, (6) integrated justice system (IJS), and (7) international obligations and liaison (CSPS, 2011:Sections 4 & 6).

The Civilian Secretariat is mandated to provide the Minister of Police with policy advice and research support, to develop departmental policy through qualitative and evidence-based research, and to provide civilian oversight of the SAPS by monitoring and evaluating overall police performance. The Civilian Secretariat must also mobilise role players, stakeholders and partners outside the department through engagements on crime prevention and other policing matters and provide additional support services to the Minister in pursuit of achieving their mandate (CSPS, 2011:Section 5).

#### **4.3.4 South African Police Service Code of Conduct**

A code of conduct is a statement of principle and standards about the right conduct of political office bearers and public officials. A code of conduct is thus a set of principles that are adopted by an organisation to define specific principles for which the organisation stands. An ethical code of conduct or ethics code refers to the established norms, policies and practices that are meant to guide an individual in terms of good (bad) or right (wrong) behaviour. This implies that ethical guidelines enable individual police officers and officials to decide whether to accept or reject a particular rule or practice as being a morally right way of behaving or not (Bernstein, 2022:2). Section 195(1)(a) of the Constitution provides that in public administration, a high standard of professional ethics must be promoted and maintained. The SAPS Code of Conduct



(1997) provides that the police service should actively work towards preventing any form of corruption and bring those guilty of unethical conduct to justice.

Police officials form part of the broader community. As such, the laws of the country are also applicable to them. Police officials are thus bound by rules and laws. Moreover, it is expected that police officers and officials be the first to comply with the rules and laws of the country, so that they can hold others to account. Police officials are required to subscribe to the SAPS Code of Conduct, which is institutionalised by having every official sign it on a yearly basis. Police officials who contravene the Code of Conduct are guilty of misconduct in terms of Regulation 20(q) of the South African Police Service Discipline Regulations of 2016. Should a police officer be charged with misconduct, the Disciplinary Office can use the signed Code of Conduct to prove a case (SAPS Discipline Regulations, 2016: Regulation 20).

Police officials are required to commit themselves to the creation of a safe and secure environment for all people in South Africa by participating in endeavours to address the root causes of crime in the community, preventing action that may threaten the safety or security of any community; and investigating criminal conduct that has endangered the safety or security of the community and bringing the perpetrators thereof to justice. In realising this commitment, police officials must uphold the Constitution and the law and be guided by the needs of the community. They must also give full recognition to the needs of the SAPS as employer and cooperate with the community, government at every sphere, and all other related role players (SAPS, 1997).

Ethical policing demands that the employees of the SAPS act with integrity and respect for people’s diversity and the law, thereby enhancing service excellence to the approval of the public. Members of the SAPS must perform their duties according to the principles summarised in Table 4.1 below.

**Table 4.1: Principles for ethical conduct**

<b>PRINCIPLE</b>	<b>DESCRIPTION</b>
<b>Integrity</b>	Integrity means to be straightforward and honest in all professional and business relationships. It also means

PRINCIPLE	DESCRIPTION
	<p>that members must not knowingly be associated with misleading information (Chennattu, 2020:106). Employees of the SAPS must regard the truth as being of the utmost importance and must continually strive to uphold the mission, values, ethical principles and standards of the SAPS. They must behave in a manner that is consistent with these values.</p>
<p><b>Respect for diversity</b></p>	<p>Respecting diversity means treating people equally, based only on characteristics that relate to how they do their job. It also means recognising and valuing the differences between people (Chennattu, 2020:111-112). Employees of the SAPS must acknowledge the diversity of the people of the country and treat every person with equal respect. In performing their duties, members of the SAPS must show respect for the cultural and other diversities in the community. They must treat every person with equal respect and honour their rights as inhabitants of South Africa.</p>
<p><b>Obedience to the law</b></p>	<p>Obedience means to comply with relevant laws and regulations and avoid any conduct that the official knows or should know might discredit the policing profession (Chennattu, 2020:107). Employees of the SAPS must respect and uphold the law at all times. Their duties mainly involve enforcing the law and staying within the law and Constitution of the country.</p>
<p><b>Service excellence</b></p>	<p>Service excellence implies that public officials must not compromise professional or business judgements because of bias, conflict of interest or the undue influence of others (Chennattu, 2020:109). Employees of the SAPS must work towards service excellence. Members of the SAPS must perform their duties to the best of their abilities.</p>
<p><b>Public approval</b></p>	<p>Public approval can be obtained by respecting the confidentiality of information acquired as a result of</p>

PRINCIPLE	DESCRIPTION
	professional and business relationships (Chennattu, 2020:106-108). Employees of the SAPS must always work with and for the approval of the community. They have to serve the best interest of the community and seek the approval of the broad community.

**Sources:** (SAPS, 1997; Chennattu, 2020:105-112).

#### **4.4 POLICE OVERSIGHT BODIES**

In general terms, an oversight body is a group of people with a common oversight purpose acting as an organised unit. Oversight bodies have a discrete structure, a degree of independence, and a clear oversight mandate. Police oversight bodies are mechanisms or systems that are established to deal with police misconduct. Both national and provincial government have powers of oversight in their areas of responsibility (Constitution, 1996:Section 199). Oversight can ensure accountability and enhance service delivery (Bass & Avolio, 2017:19-21). Oversight over the police emanates from support for police leadership, since it provides a better understanding of the challenges faced by the police.

##### **4.4.1 Parliamentary Portfolio Committee**

The Parliamentary Portfolio Committee on Police is a portfolio committee of the National Assembly in the Parliament of South Africa. The Committee oversees the SAPS and other statutory entities, including the Independent Police Investigative Directorate and the Civilian Secretariat for Police Service, and holds the SAPS and other entities accountable for the manner in which they use public funds. Additional tasks of the Committee are to facilitate public participation and promote cooperative government (Parliamentary Monitoring Group, 2021).

##### **4.4.2 Select Committee on Security and Justice**

The Constitution, Joint Rules of Parliament and the Rules of the National Council of Provinces provide the mandate of the Select Committee on Security and Justice. The

Select Committee oversees the Department of Police, Department of Justice and Correctional Services, and Department of Defence and Military Veterans as well as their respective entities. It also cooperates with civil society and the stakeholders of the respective departments (Parliamentary Monitoring Group, 2022).

#### **4.4.3 Civilian Secretariat for Police**

The Civilian Secretariat was established in terms of the CSPS and Section 208 of the Constitution, which provides for the establishment of a civilian secretariat for the police service to function under the direction of the Minister of Police. In terms of the CSPS, the Civilian Secretariat's mandate is to conduct civilian oversight of the police service and provide policy and strategic support to the Minister, including administrative support in relation to his international obligations. The Civilian Secretariat is thus mandated to, amongst other responsibilities, provide the Minister with policy advice and research support and to provide civilian oversight of the SAPS by monitoring and evaluating their overall police performance. The CSPS also mandates responsibility of the Civilian Secretariat to monitor the implementation by the SAPS of the Domestic Violence Act 116 of 1998 (Constitution, 1996:Section 208; Civilian Secretariat for Police Service, 2011:Section 8).

#### **4.4.4 Independent Police Investigative Directorate**

The Constitution provides for an independent external body to be responsible for investigating allegations of police misconduct. As it is structured, the Independent Police Investigative Directorate can only investigate criminal misconduct by SAPS members – not complaints about the quality of service. The Directorate is thus responsible for investigating criminal charges brought against SAPS officers. Like the SAPS, the Directorate is the responsibility of the Minister of Police. The mission of the Directorate is to conduct independent, impartial and quality investigations of identified criminal offences allegedly committed by members of the SAPS and Metro Police Services. The Directorate must make appropriate recommendations in line with the Independent Police Investigative Directorate Act 1 of 2011, while maintaining the highest standard of integrity and excellence (Independent Police Investigative Directorate Act, 2011:Sections 3&4; Independent Police Investigative Directorate, 2022.).

#### **4.4.5 Joint Standing Committee on Intelligence**

The Constitution recognises that Parliament has an important role to play in overseeing government departments, including the SAPS, and its public entities. Section 209 of the Constitution makes provision for the establishment and control of intelligence services. The Ministry for Intelligence Services was established in September 1996 to assist the Minister of Intelligence in the supervision and general superintendence of the intelligence services, policy formulation, guidance and direction of the transformation process, and the general conducting of intelligence. The National Strategic Intelligence Amendment Act 37 of 1998 ensures that the Minister and intelligence services focus sufficiently on flashpoints, and that the Minister is responsible for effective cooperation between the intelligence services and the SAPS in consultation with the relevant Ministers (National Strategic Intelligence Amendment Act, 1998:Section 4; Parliamentary Monitoring Group, 2015).

The Joint Standing Committee on Intelligence was established in terms of the Intelligence Services Oversight Act 40 of 1994. The functions of the Joint Standing Committee relate to the intelligence and counter-intelligence functions of the intelligence services as well as the administration, financial management and expenditure of the intelligence services and entities. The Committee, in performing its constitutional oversight mandate over the intelligence services of the SAPS, frequently engages with the State Security Agency and Office of the Inspector General. As stipulated in Section 7 of the Intelligence Services Oversight Act, the Inspector General is responsible for reporting to the Joint Standing Committee on the activities of the intelligence services. The reports of the Inspector-General in respect of monitoring and reviewing must also contain relevant findings and recommendations. During its interaction with stakeholders, the Joint Standing Committee invites the intelligence services to respond to the recommendations orally and/or in writing (Intelligence Services Oversight Act, 1994: Sections 7&8).

#### **4.4.6 Justice, Crime Prevention and Security Cluster**

The Justice, Crime Prevention and Security Cluster was established in 1999 by former President Thabo Mbeki. Its purpose is to enhance integration and efficiency within government departments, including the SAPS. The overarching aim of the Cluster is

to ensure cooperation between law enforcement and security departments so that safety and security can be guaranteed for the country. In essence, the Cluster has to ensure that government meets its constitutional mandate to protect the citizens against crime by intensifying the fight against crime. Key role players in the Cluster are the SAPS and Department of Justice and Constitutional Development as well as the National Prosecuting Authority, State Security Agency, Correctional Services, Department of Home Affairs, and the South African National Defence Force (Government Communication and Information System, 2015).

The Cluster takes an integrated approach to crime prevention in the country by reducing crime, tackling corruption and combating cybercrime. The Anti-Corruption Task Team of the Cluster investigates and prosecutes corruption cases, while the Integrated Justice System Programme has been introduced to manage interdepartmental information exchange in the cluster. Managing security aspects of major events and operations, such as elections, international conferences and sporting events, is done through the National Joint Operational and Intelligence Committee (Government of South Africa, 2022).

#### **4.4.7 Auditor-General of South Africa**

Chapter 9 of the Constitution establishes the AGSA as one of the state institutions supporting constitutional democracy. The AGSA has a constitutional mandate and, as the Supreme Audit Institution of South Africa, exists to strengthen the country's democracy by enabling oversight, accountability and governance in the public sector through auditing (thereby building public confidence). The functions of the AGSA are described in Section 188 of the Constitution and further regulated in the Public Audit Act 25 of 2004, which mandates the AGSA to perform constitutional and other functions. The AGSA conducts audits and reports on the accounts, financial statements and financial management of all national and provincial government departments, public entities and municipalities. The accounts, financial statements and financial management of all other institutions or accounting entities required by national or provincial legislation and all constitutional institutions are also subject to auditing by the AGSA (Constitution, 1996:Section 188; AGSA, 2022).

With regard to the SAPS, the AGSA has the power to refer any irregularities that include non-compliance with, or contravention of, legislation, fraud, theft or a breach of a fiduciary duty to the relevant bodies for further investigation and to take binding remedial action for failure to implement the AGSA’s recommendations. The AGSA’s annual and discretionary reports on the SAPS (if any) are tabled to the legislature with a direct interest in the audit, which comprises Parliament, provincial legislatures or municipal councils (Constitution, 1996:Section 188).

#### 4.5 SAPS RANKS STRUCTURE

Leadership within the SAPS is defined through a rank system. The SAPS ranks structure or rank of a police officer determines who the officer is answerable to and who answers to them. The SAPS is structured into national, provincial and station levels. The issue of command and control is how the SAPS is managed at these three levels. Commanders are seen as individuals who have the ability and skills to direct and guide subordinates under their command. As stated above, the responsibility of making sure that policing is efficient and effective lies with the Minister of Police, as he provides policy directives. The Office of the Minister is thus the highest office and the political head of the SAPS.

The rank structure comprises three main subdivisions, namely Commissioned Officers (senior management), Commissioned Officers, and Non-commissioned Officers as listed in Table 4.2 below.

**Table 4.2: SAPS rank structure**

<b>SAPS RANK STRUCTURE</b>	
<b>Commissioned Officers (senior management)</b>	
<b>General</b>	<p>The rank of General is the highest in the SAPS. The General is designated as the National Commissioner and all SAPS officers and officials are under the General’s command.</p> <p>The rank of General was introduced in 2010 when the SAPS rank structure was reorganised.</p>

<b>SAPS RANK STRUCTURE</b>	
<b>Lieutenant General</b>	Lieutenant General is the second-highest rank as the Deputy National Commissioner, and in the absence of the General, the Lieutenant General is the next in command.
<b>Major General</b>	The Major General, also known as the Assistant Commissioner, is the next in command after the Lieutenant General.
<b>Brigadier</b>	Brigadier or Director is the last commissioned officer rank in the senior management cadre.
<b>Commissioned Officers</b>	
<b>Colonel</b>	Colonel is the highest rank of commissioned officer. The rank of Colonel or Senior Superintendent was introduced in 2010 when the SAPS rank structure was reorganised.
<b>Lieutenant Colonel</b>	In the absence of the Colonel, the Lieutenant Colonel or Superintendent is the next in command.
<b>Captain</b>	A Captain is the next in command after the Lieutenant Colonel.
<b>Non-commissioned Officers</b>	
<b>Warrant Officer</b>	A Warrant Officer or Inspector is the highest rank of Non-commissioned Officers.
<b>Sergeant</b>	The rank of Sergeant is higher than that of Constable. A Sergeants is in charge of a set of constables and is involved in the day-to-day maintenance of law and order.
<b>Constable</b>	The rank of Constable is the lowest level rank in the police hierarchy of the Republic of South Africa.

**Source:** (SAPS, 2020(c)).

Observing rank is an important part of the culture of the SAPS. The rank structure also plays a critical role in determining boundaries of communication within the SAPS.



Unless otherwise directed, all communication and requests must be directed to the head of a particular business unit (SAPS, 2020(c)).

Because the SAPS is semi-military, the rank structure determines the issue of command and control. At the national sphere, the leadership or top management of the SAPS is made up of the National Commissioner of Police, three Deputy National Commissioners, 15 Divisional Commissioners and six National Component Heads. Top management includes not only these components at the national sphere but also the nine Provincial Commissioners. All the incumbents of these positions carry the rank of Lieutenant General except for the National Component Heads who have the rank of Major General. Their portfolios are specialised with smaller personnel numbers to manage. These incumbents exercise formal authority over their officers and have senior, middle and lower-level managers and supervisors reporting to them (SAPS, 2020(c)).

#### **4.6 CHAPTER SUMMARY**

The chapter commences with a historical perspective on the need for policing services. followed the sequence of appointments of National Commissioner since 2000. It addresses the legislative framework for policing in South Africa and the main police oversight bodies. The chapter concludes with an overview of the SAPS ranks structure.

The next chapter, Chapter 5, presents the data analysis and findings.

## CHAPTER 5: DATA ANALYSES AND FINDINGS

### 5.1 INTRODUCTION

Chapter 5 presents the analysis of the data collected through semi-structured interviews and a questionnaire to explore the relationship between leadership styles, organisational culture and organisational performance at the National Divisions and Components of the SAPS.

This chapter is divided into two parts. The data analysis and findings of the qualitative data are presented and described in the first half, followed by the interpretation of the quantifiable data in the second half of the chapter. The data gathered through the interviews is thus presented first. The second half of the chapter builds on that by identifying matters requiring further clarification. The data captured from the questionnaire is also discussed in the second part of the chapter.

### 5.2 QUALITATIVE DATA ANALYSIS AND FINDINGS

Online interviews were conducted on MS Teams with senior managers at the levels of Major General and Brigadier holding the position of a Component Head at Major General level and Section Head in the case of a Brigadier in the National Divisions at Head Office. A total of 14 semi-structured questions were asked and eight participants responded. The participants were targeted from the Operational Division (Group 1) and Support Division (Group 2) of the National Components of the SAPS. Table 5.1 presents the targeted participants versus the actual sample size per Operational Division for Group 1 of the interviewees.

**Table 5.1: Qualitative data – Group 1 participants**

OPERATIONAL DIVISION	TARGETED PARTICIPANTS	SAMPLE SIZE
Visible Policing	2	1
Operational Response Services	1	1
Detective Services	1	1

Crime Intelligence	1	1
<b>TOTAL</b>	<b>5</b>	<b>4</b>

Table 5.2 presents the targeted participants versus the actual sample size per Support Division for Group 2 of the interviewees.

**Table 5.2: Qualitative data – Group 2 participants**

<b>SUPPORT DIVISION</b>	<b>TARGETED PARTICIPANTS</b>	<b>SAMPLE SIZE</b>
Internal Audit	1	1
Strategic Management	1	1
Inspectorate	1	1
Supply Chain Management	1	0
Programme and Project Management	1	1
<b>TOTAL</b>	<b>5</b>	<b>4</b>

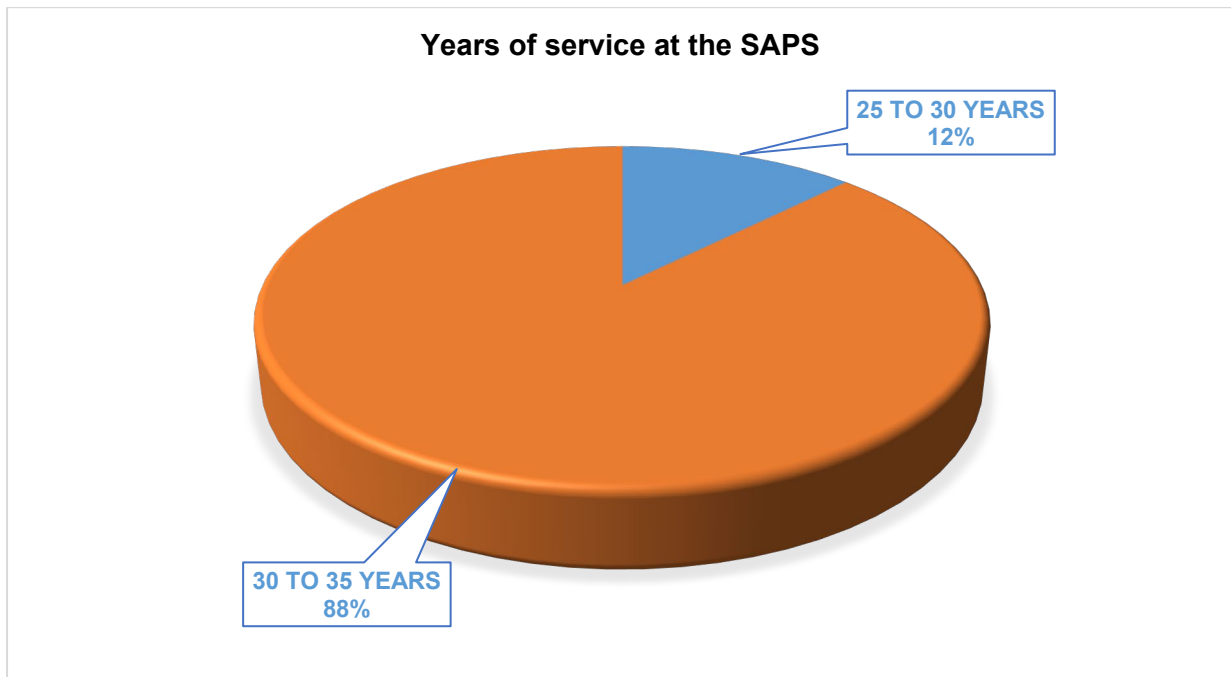
The semi-structured interviews were divided into three sections:

- Section A: Leadership styles (four questions)
- Section B: Performance management (five questions)
- Section C: Organisational culture (four questions)

### **5.2.1 Demographic characteristics of the interviewees**

This section presents the demographic characteristics of the participants who took part in the interviews. Groups 1 and 2 represented senior management of the SAPS employed at the levels of Major General and Brigadier.

Participants' years of service at the SAPS is illustrated in Figure 5.1 below. Table 5.3 presents further demographic details of the interviewees.



**Figure 5.1: Interviewees – Years of service at the SAPS**

**Table 5.3: Qualitative data – Demographic characteristics of participants**

NO.	CATEGORY OF PARTICIPANTS	CATEGORY AND NUMBER OF PARTICIPANTS			
1	Gender	Male	5	Female	3
2	Age group	Under 34	0	35-44	0
		45-54	6	55 and over	2
3	Years of service in the SAPS	15-20	0	20-25	0
		25-30	1	30-35	7
		35-40	0	40 and above	0
4	Rank within the organisation	Major General	2	Brigadier	6
5		Group 1	4	Group 2	4

NO.	CATEGORY OF PARTICIPANTS	CATEGORY AND NUMBER OF PARTICIPANTS			
		Operational Division		Support Division	
	Functions being performed				

## 5.2.2 Section A: Leadership styles

The first part of the interviews focused on the research questions ‘What is meant by the concepts *leadership styles* and *ethical leadership* in the public sector?’ and ‘What leadership styles are practiced at the National Divisions of the SAPS and what is the predominant leadership style?’ by asking questions about leadership styles and the types of leadership styles present in the participants’ workplaces.

### 5.2.2.1 Definition of leadership

Leadership is defined in Chapter 2 (2.2 *Leadership defined*) in terms of its role to provide direction to employees with the intention of ensuring that the organisation reaches its goals and objectives and is successful. In order to reach the objective of establishing the types of leadership at the SAPS, the following question was asked during interviews:

*Question A.1: Please provide a definition of a leader in your own words?*

The aim of this question was to determine whether the participant could identify what a leader is. Table 5.4 lists the participants’ responses to Question A.1.

**Table 5.4: Responses to Question A.1 – Definition of leadership**

PARTICIPANT	RESPONSE
<b>GROUP 1: OPERATIONAL DIVISION</b>	
Participant 1	<i>“Leader is a person in charge or in command of a team, organisation, or nation.”</i>
Participant 2	<i>“A leader is an individual who can provide direction in a particular field and indicate how the direction can best be achieved, with the resources that are available.”</i>

<b>PARTICIPANT</b>	<b>RESPONSE</b>
Participant 3	<i>“A leader is someone who casts a vision and empowers and encourages employees to achieve them.”</i>
Participant 4	<i>“A leader is someone who can influence me to do something that I would not have done otherwise.”</i>
<b>GROUP 2: SUPPORT DIVISION</b>	
Participant 5	<i>“A leader is someone who can provide direction, is pragmatic in his approach and is able to positively influence those who work under his/her leadership towards a direction that will ensure sustainability in performance and success.”</i>
Participant 6	<i>“A leader is someone who has skills in administration, finance, human resource management and soft skills to manage people.”</i>
Participant 7	<i>“A leader is someone who is aware of the business and is close to his/her people. It is someone who listens to his/her staff /employees. He or she has a vision to move people to an ideal space and to contribute towards their thinking and innovation.”</i>
Participant 8	<i>“A leader is someone who creates excitement for his/her team and gives guidance and direction towards achieving their organisational goals.”</i>

The participants from Groups 1 and 2 were all able to define what a leader is. The participants defined a leader as someone who has vision and is in a position to encourage those that they lead to achieve the vision and or priorities of the organisation. It is no surprise that the participants clearly understood the meaning of leadership. The following excerpts sum up the participants’ definitions of leadership:

*“A leader is someone who casts a vision and empowers and encourages employees to achieve them.”*

*“A leader is someone who can provide direction, is pragmatic in his approach and is able to positively influence those who work under his/her leadership...”*

*“He or she has a vision to move people to an ideal space and to contribute towards their thinking and innovation.”*

The definitions provided by both groups of participants are supported by the literature review presented in Chapter 2 (2.2 *Leadership defined*). Padilla, Hogan and Kaiser (2007:178) explained that people are leaders by virtue of them overseeing organisations, while Northouse (2019:3) added that leadership is a critical element for success in public institutions. By being able to define leadership, the participants confirmed that they are knowledgeable participants who understand the topic under study. Valid, reliable and trustworthy findings and conclusions could thus be reached in this study, as highlighted in Chapter 3 (3.8 *Validity, reliability and trustworthiness*).

### 5.2.2.2 *Leadership styles of managers*

In Chapter 1 (1.6 *Clarification of concepts*), a leadership style is defined as a method of managing, directing and motivating followers. Leadership styles define how leaders strategise their relationships with their followers (Demirtas & Karaca, 2020:88). Knowing how followers or employees understand the concept of a leadership style is vital to gain insight into the type of leadership demonstrated in the SAPS. The following question was therefore directed at the participants:

*Question A.2: How would you describe the leadership style of your division?*

The overall aim of this question was to determine the leadership styles within the National Divisions. Table 5.5 lists the participants' responses to Question A.2.

**Table 5.5: Responses to Question A.2 – Leadership styles of managers**

<b>PARTICIPANT</b>	<b>RESPONSE</b>
<b>GROUP 1: OPERATIONAL DIVISION</b>	
Participant 1	<i>“The leadership style is laissez-faire (delegative) and autocratic given the level at which the leadership is positioned.”</i>
Participant 2	<i>“The current leadership is autocratic and laissez-faire. Compliance drives the type of leadership style.”</i>
Participant 3	<i>“There is a mix of leadership styles. But can be more autocratic or laissez-faire. My manager spends limited time participating with staff.”</i>

PARTICIPANT	RESPONSE
Participant 4	<i>“The leadership is very autocratic and can be participative at times.”</i>
<b>GROUP 2: SUPPORT DIVISION</b>	
Participant 5	<i>“The leadership style is transactional leadership. The leader outlines the expectations for the follower and the consequences of not meeting those expectations.”</i>
Participant 6	<i>“The leadership style as visionary and democratic.”</i>
Participant 7	<i>“A combination of autocratic and pacesetter leadership styles.”</i>
Participant 8	<i>“The leadership style is participative and laissez-faire at most times.”</i>

The excerpts in Table 5.5 reflect that leadership within the SAPS National Divisions comprises several leadership styles. The leadership styles support the unique type of environment in which the leadership functions. For Group 1, which is the Operational Division, the leadership style borders on autocratic and laissez-faire. This finding was clearly confirmed by the response from Participant 4 who confirmed that *“The leadership is very autocratic and can be participative at times.”* As confirmed in Chapter 2 (2.2 Leadership defined), the SAPS is directed by a culture of command and control, which leaves very little room for innovation and creativity. This could be supported by the mandate of the organisation and the policing functions that must be performed. The autocratic style supports the culture of command and control. From the responses below, it was deduced that many of the leaders spend limited time participating with their staff and that compliance appears to drive this type of leadership style: *“The current leadership is autocratic and laissez-faire. Compliance drives the type of leadership style.”* and *“There is a mix of leadership styles. But can be more autocratic or laissez-faire. My manager spends limited time participating with staff.”* This is supported by literature as described in Chapter 2 (2.4.1 Autocratic leadership style). According to Demirtas and Karaca (2020:295), autocratic leadership is seen in a negative light because it lacks understanding of the needs of followers or employees. The benefit of autocratic leadership is that when there is limited time to get a task done and a speedy resolution must be reached, a leader can effectively



make an autocratic decision without time-consuming consultations. This can be favourable to the organisation, especially when dealing with crises and emergency situations. Autocratic decision-making has the potential to get more work done, which often results in cost savings.

As stated in Chapter 2 (2.4 *Leadership styles*), a more flexible approach to leadership styles should be adopted and implemented in public institutions. In the complex working environment of the SAPS, this will allow managers to modify their style and approach to leadership based on unique and diverse challenges (Marques, 2018:16-19). It will also allow for flexibility in finding creative solutions to challenges and problems in the SAPS. The response received from the participants in Group 2 reveal the use of a mixture of leadership styles in the Support Division.

### 5.2.2.3 *Ethical leadership*

The problem under investigation is the leadership styles at the National Divisions and Components of the SAPS and how leadership affects performance management and the organisational culture at these National Divisions of the SAPS. In Chapter 1 (1.6 *Clarification of concepts*) ethical leadership is confirmed as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships and the promotion of such conduct to followers (Brown, Trevino & Harrison, 2010:29). Ethical leaders are honest, trustworthy and fair (Cashman, 2008:51). To obtain confirmation of whether ethical leadership is practiced at the National Divisions and Components of the SAPS, the following question was posed to the interviewees:

*Question A.3: Do you believe that the leadership of the organisation is ethical and accountable?*

The aim of this question was to determine whether SAPS leadership at the National Divisions is ethical and accountable. Table 5.6 lists the participants' responses to Question A.3.

**Table 5.6: Responses to Question A.3 – Ethical leadership**

<b>PARTICIPANT</b>	<b>RESPONSE</b>
<b>GROUP 1: OPERATIONAL DIVISION</b>	
Participant 1	<i>“No, there have been a number of allegations made of individuals in the top echelon of the department.”</i>
Participant 2	<i>“The leadership of SAPS is quite vast, so no, not all managers are unethical.”</i>
Participant 3	<i>“Personally, I do not believe that the leadership is ethical.”</i>
Participant 4	<i>“No, not all are ethical and accountable.”</i>
<b>GROUP 2: SUPPORT DIVISION</b>	
Participant 5	<i>“Amongst the leadership of the organisation there are some leaders who are from time to time faced with ethical dilemmas.”</i>
Participant 6	<i>“No, I do not believe they are ethical and accountable.”</i>
Participant 7	<i>“Yes, although we hear about scandals from time to time.”</i>
Participant 8	<i>“No, not all are ethical, but to some level they are accountable.”</i>

According to the responses listed in Table 5.6, all the participants felt that the leadership of their division is not ethical and accountable. In Group 1, the participants indicated that there are leaders who are not ethical and accountable. Responses such as “... there have been a number of allegations made...”, “...I do not believe that the leadership is ethical.” and “...not all are ethical and accountable...”, unfortunately confirmed the lack of ethical leadership in the case under study. In addition, a lack of accountability was also mentioned. The participants from Group 2 also indicated that not all leadership is ethical and accountable. It can therefore be concluded that the leadership of the National Divisions is not ethical and accountable.

As confirmed in Chapter 2 (2.2.1 *Ethical leadership*), a leader who can set the right tone and has consistent behaviour that supports the vision, mission and goals of the organisation qualifies as an ethical leader. Ethical leadership is thus a worthy virtue to

possess, especially in the SAPS. Evidence for the lack of ethical leadership was sought when this follow-up question to Question A.3 was asked:

*Question A.3.1: Please support your answer by explaining the visible indicators of your response to the above Question A.3.*

Table 5.7 lists the participants' responses to Question A.3.1.

**Table 5.7: Responses to Question A.3.1 – Ethical and accountable leadership**

<b>PARTICIPANT</b>	<b>RESPONSE</b>
<b>GROUP 1: OPERATIONAL DIVISION</b>	
Participant 1	<i>“Those who are arrested and leave for dishonesty exert power and give instructions to members, which are unlawful to flout processes.”</i>
Participant 2	<i>“Failure to implement ethics within the organisation. Accountability is a real problem even though government is well legislated The police culture makes it difficult to implement accountability. Very little focus on accountability and responsibility of leadership. Police culture is overbearing and dilutes the role of leadership of accountability.”</i>
Participant 3	<i>“Leaders destroy and compromise the organisation because of their decisions. Leaders are not making ethical decisions in making promises on public platforms that they cannot fulfil.”</i>
Participant 4	<i>“Overcommit and underperform within their areas of responsibility. Too much talk shows on public platforms, but reality is not aligned. Too many PR exercises on crime, but we are failing in getting successful convictions. Decisions are made to please those asking the tough questions. Leaders are not self-aware of their decisions and the implications that these have on the department.”</i>
<b>GROUP 2: SUPPORT DIVISION</b>	
Participant 5	<i>“Indicators of unethical leadership already in the public domain such as corruption, fraud, nepotism.”</i>
Participant 6	<i>“There are governance structures to which managers account, including parliament.”</i>

PARTICIPANT	RESPONSE
Participant 7	<i>“Poor performance in the inability to reduce crime in the country. Not achieving targets year after year.”</i>
Participant 8	<i>“Audit findings on SAPS performance Suspension of managers and these cases drag on for years. Issues regarding accountability are not properly addressed or dealt with. Quarterly release of the crime stats indicate SAPS’s inability to resolve crime in the country.”</i>

Per the responses in Table 5.7, the participants in Groups 1 and 2 highlighted several issues that they felt were indicators of unethical leaders and leaders who are not accountable. The participants highlighted that their managers are sometimes moved to other environments, suspended and/or charged, but that the outcomes of these cases are not made known. These responses indicate that the managers who are found to be unethical are dealt with; however, there is no certainty as to the finality of these matters. Regarding accountability, the majority of the participants were of the opinion that there are areas of poor performance, such as the crime statistics. Based on the responses, the SAPS’s inability to manage certain areas of policing points to areas of *“poor performance”, “unethical leadership”, “corruption, fraud, nepotism”,* poor decision-making (*“Decisions are made to please those asking the tough questions.”*) and a lack of accountability.

The participants in both groups raised concerns contrary to what the literature states as characteristics of being ethical and accountable. For example, in Chapter 2 (2.2.1: *Ethical leadership*) qualities such as intelligence and being hardworking and knowledgeable in a specific field of work are emphasised as characteristics of an ethical leader. Arrogance, dishonesty, selfish acts and rudeness mark unethical leaders (Hald, Gillespie & Reader, 2021:462), and these unethical elements were unfortunately reflected in the responses received from the participants.

#### 5.2.2.4 *Ethical decision-making*

The aim of the following question was to determine whether the managers consider the moral and ethical consequences of their decisions.

*Question A.4: Does your manager consider the moral and ethical consequences of decisions that are taken?*

Table 5.8 lists the participants' responses to Question A.4.

**Table 5.8: Responses to Question A.4 – Ethical decision-making**

<b>PARTICIPANT</b>	<b>RESPONSE</b>
<b>GROUP 1: OPERATIONAL DIVISION</b>	
Participant 1	<i>"Yes, I believe so in most cases."</i>
Participant 2	<i>"Yes, but the emphasis is always on the administration correctness."</i>
Participant 3	<i>"No, because they do not care or have no conscience about the impact of their actions."</i>
Participant 4	<i>"No, I do not think they look at it from an organisational perspective."</i>
<b>GROUP 2: SUPPORT DIVISION</b>	
Participant 5	<i>"Certainly, my manager considers its ethical implications."</i>
Participant 6	<i>"Yes, but it sometimes requires him to compromise decisions."</i>
Participant 7	<i>"I think so."</i>
Participant 8	<i>"Yes and no. My manager is inconsistent in the way he deals with issues. I think that his values are conflicted, and it would depend on what the issue is and who will be affected by his decision."</i>

From the directly above responses, two of the participants from Group 1 indicated that their managers do not consider the moral and ethical consequences of their decisions:

*"No, because they do not care or have no conscience about the impact of their actions."*

*"No, I do not think they look at it from an organisational perspective."*

Thus, half of the participants from Group 1 believed that their managers do not make ethical decisions. This is in line with the findings of the answers to Questions A.3 and

A.3.1. Though, in contrast to the statements that the leadership is not ethical and accountable, most of the participants of Group 2 agreed that their managers consider the moral and ethical implications of their decisions. A concerning point was raised by Participant 8 with the statement: "*My manager is inconsistent in the way he deals with issues.*" This response confirmed inconsistent decision-making that might compromise the implementation of standard operating procedures. It can be concluded that decisions are not always ethical. Furthermore, there is no indication to whose benefit such decisions are taken. This could place the organisation at risk if managers are making decisions that benefit themselves to the detriment of the organisation.

### **5.2.3 Section B: Effect of leadership on performance management**

In Chapter 2 (2.5: *Performance management in the public sector*), performance management is defined as the process of planning, monitoring, reviewing and making decisions about performance. Performance management identifies, evaluates and develops staff members' work performance to achieve spending agency objectives (Public Service Regulations, 2020).

The overall aim of raising the interview questions analysed in this section was to establish the effect of leadership on performance management at the National Divisions of the SAPS. The research objective to analyse the ways in which leadership influences performance management at the National Divisions of the SAPS is thus reached in this section.

#### **5.2.3.1 Achievement of performance targets**

One way to determine the participants' opinion on whether the SAPS is achieving its performance targets, is to ask them whether they know who is responsible for achieving specific targets. To determine such attitudes, the following question was asked:

*Question B.1: Does your manager discuss with the management team in specific terms who is responsible for achieving specific performance targets?*

The aim of the question was to determine whether managers clarify roles and responsibilities for achieving performance targets. Table 5.9 lists the participants' responses to Question B.1.

**Table 5.9: Responses to Question B.1 – Achievement of performance targets**

<b>PARTICIPANT</b>	<b>RESPONSE</b>
<b>GROUP 1: OPERATIONAL DIVISION</b>	
Participant 1	<i>“Yes, we have a performance agreement that relates to our functions.”</i>
Participant 2	<i>“No, my manager micromanages all projects that must be undertaken.”</i>
Participant 3	<i>“No, specific tasks are not assigned.”</i>
Participant 4	<i>“Yes, all personnel have performance agreements and job descriptions.”</i>
<b>GROUP 2: SUPPORT DIVISION</b>	
Participant 5	<i>“Yes, through performance reviews to discuss the performance.”</i>
Participant 6	<i>“Yes.”</i>
Participant 7	<i>“Yes.”</i>
Participant 8	<i>“Yes, all managers know what is expected of them and when.”</i>

Two participants from Group 1, the Operational Division, stated that managers discuss with the management team who is responsible for achieving specific performance targets:

*“Yes, we have a performance agreement that relates to our functions.”*

*“Yes, all personnel have performance agreements and job descriptions.”*

Two of the participants disagreed, but no reasons were provided by the participants with conflicting opinions on the interview question. Yet, key performance areas are indicated in the performance agreements and job descriptions of all SAPS officers and officials (Public Service Regulations, 2020). All the participants in Group 2, the Support Division, indicated that their manager indicates who is responsible for achieving which performance targets. This was agreed to with certainty and supported by the fact they have performance agreements and job descriptions in place. It can be concluded that

in the Operational Division and the Support Division, the managers discuss with the management team in specific terms who is responsible for achieving specific performance targets. The findings are supported by Talbot (2010), who defined organisational performance as the organisation’s commitment to achieve its goals by utilising its resources in an efficient, responsible and accountable manner. Kwon (2020:242-243) defined organisational performance as the obligation of an organisation to achieve its priorities through well-designed performance management systems, as explained in Chapter 2 (2.5: *Performance management in the public sector*). Through proper performance management, employees’ performance is regularly assessed and consistent feedback provided on areas that require attention and development. Employees also have the opportunity through the feedback sessions to engage with their supervisors on their career plans in the organisation.

### 5.2.3.2 *Demonstration of accountability for performance*

Chapter 2 (2.5: *Performance management in the public sector*) states that organisational performance management is about sound accountability. Performance management provides the public, as well as political office bearers, transparent feedback about service delivery, as the performance of the public sector can be measured against the outputs and outcomes achieved (Sambo & Van der Walddt, 2022:88-91). To determine if and how accountability is demonstrated regarding performance management at the National Divisions of the SAPS, the following question was included in the interviews:

*Question B2: How does your manager demonstrate accountability for performance of your workplace?*

Table 5.10 lists the participants’ responses to Question B.2.

**Table 5.10: Responses to Question B.2 – Demonstration of accountability**

<b>PARTICIPANT</b>	<b>RESPONSE</b>
<b>GROUP 1: OPERATIONAL DIVISION</b>	
Participant 1	<i>“Accountability sessions with all component heads to account for their targets.”</i>



<b>PARTICIPANT</b>	<b>RESPONSE</b>
Participant 2	<i>“No accountability on targets.”</i>
Participant 3	<i>“There is no real accountability on targets.”</i>
Participant 4	<i>“Quarterly performance assessments session on performance is conducted.”</i>
<b>GROUP 2: SUPPORT DIVISION</b>	
Participant 5	<i>“Each manager accounts for non-performance or poor performance in his or her own areas of responsibilities.”</i>
Participant 6	<i>“Performance review sessions are conducted.”</i>
Participant 7	<i>“Reporting internally to the accounting officer and externally to the audit committee.”</i>
Participant 8	<i>“Quarterly performance review sessions are held.”</i>

As stated in Chapter 2 (2.5: *Performance management in the public sector*), leadership of the National Divisions and Components must implement sustainable measures and processes to manage and monitor performance. This should be supported by a reliable performance measurement tool to track performance on the horizontal and vertical levels of the organisational hierarchy, so that gaps can be identified and remedial actions put in place. The frequency of the performance review mechanisms must be regularly assessed to timeously address non-performance areas. Quarterly assessments for reporting on performance do not provide early warnings on urgent targets that would require higher level interventions (Badul & Subban, 2022:120). Of the eight participants, six indicated with certainty that there are mechanisms in place to ensure accountability and that those responsible for performance targets are called to account by their manager. Of the six participants who agreed, two were from Group 1 and four from Group 2. This means there are mechanisms for accountability in the Support Division. Unfortunately, two participants from Group 1 indicated that there is no accountability:

*“No accountability on targets.”*

*“There is no real accountability on targets.”*

### 5.2.3.3 Goal alignment across all levels

The aim of the following question was to determine whether there is alignment of organisational goals across the National Divisions of the SAPS.

*Question B.3: Is there an alignment of goals across levels of this organisation?*

Table 5.11 lists the participants' responses to Question B.3.

**Table 5.11: Responses to Question B.3 – Goal alignment across all levels**

<b>PARTICIPANT</b>	<b>RESPONSE</b>
<b>GROUP 1: OPERATIONAL DIVISION</b>	
Participant 1	<i>"Yes, but only at national level as they support the organisational priorities."</i>
Participant 2	<i>"No, there is no alignment."</i>
Participant 3	<i>"No, there is no alignment or understanding."</i>
Participant 4	<i>"No, alignment of the divisions' plan is only visible at a national level not at lower levels."</i>
<b>GROUP 2: SUPPORT DIVISION</b>	
Participant 5	<i>"The goals are not entirely aligned."</i>
Participant 6	<i>"No, there is not."</i>
Participant 7	<i>"Yes."</i>
Participant 8	<i>"No, only at a national level."</i>

The majority of the participants felt that there is no alignment of goals across the various levels of the SAPS. As the participants are from selected offices of the SAPS, the responses could indicate that there is alignment of the divisions' goals with that of the organisation but no alignment of goals across the lower level business units. Only one participant from each group could with certainty agree that there is alignment in the Divisions: "Yes."

The fact that the majority of responses confirmed a lack of alignment of goals could indicate that limited guidance and support are provided when plans are developed to reach the divisional goals and ensure alignment. As stated in Chapter 2 (2.4.2 *Laissez-faire (delegative) leadership style*), a laissez-faire style provides employees with freedom. Employees are left to make their own decisions regarding their role in achieving organisational goals (Shahid *et al.*, 2022:298). The responses listed in Table 5.11 hint that a laissez-faire leadership style is at play at the SAPS National Head Office Divisions and Components.

#### 5.2.3.4 *Setting a clear future strategy*

It is confirmed in Chapter 2 (2.5 *Performance management in the public sector*) that performance management of the individual and organisation is managed through performance plans and job descriptions for individuals, a five-year Strategic Plan for the department, and an Annual Performance Plan, which is an extrapolation of the five-year plan with priorities set for each of the five years (Helmold, 2022:65). The aim of the following question was to determine whether the future strategy of the SAPS is understood and whether there is acceptance of the strategy within the National Divisions:

*Question B.4: Is there a clear strategy for the future that is understood and accepted by everyone in the division?*

Table 5.12 lists the participants' responses to Question B.4.

**Table 5.12: Responses to Question B.4 – Setting a clear future strategy**

<b>PARTICIPANT</b>	<b>RESPONSE</b>
<b>GROUP 1: OPERATIONAL DIVISION</b>	
Participant 1	<i>"Yes, there is a plan for the future, and it is understood."</i>
Participant 2	<i>"Yes, there is a strategy, but it is overcomplicated, making it difficult for everyone to understand."</i>
Participant 3	<i>"Yes, there is a plan – but it is unrealistic."</i>
Participant 4	<i>"Yes, the strategic plan is the future plan of the department, but it lacks simplicity and clarity for employees at lower levels."</i>

PARTICIPANT	RESPONSE
<b>GROUP 2: SUPPORT DIVISION</b>	
Participant 5	<i>“The strategy is the strategic plan, as to whether it is understood by all in the organisation, I am not certain.”</i>
Participant 6	<i>“In the Division, yes, in the SAPS, not.”</i>
Participant 7	<i>“There is a strategy in place, but whether it is accepted and understood by everyone is the difficult part to provide certainty on.”</i>
Participant 8	<i>“There is a Strategic Plan, which is a five-year plan. I am not even certain that the leadership has embraced this plan.”</i>

As suspected, all the participants from Groups 1 and 2 agreed that there is a plan for the organisation. However, they felt that there is no understanding or acceptance of the plan for a number of reasons. Some of the reasons highlighted were that the strategic plan:

*“... is overcomplicated making difficult for everyone to understand. “*

*“... is unrealistic.”*

*“... lacks simplicity and clarity for employees at lower levels.”*

*“... I am not even certain that the leadership has embraced this plan.”*

It was not clear whether the lack of understanding is a consultation problem or whether the strategic plan is accessible and available to everyone across all divisions.

#### 5.2.3.5 Alignment of personal performance to organisational performance

In Chapter 2 (2.5 Performance management in the public sector), organisational performance is described as dependent on the individuals who carry out the tasks. If this is true, the performance targets of the organisation and individual targets should support each other. According to Noe, Hollenbeck, Gerhart and Wright (2017:8-10), performance management is a means by which managers ensure that employees' actions and outputs align with organisational goals. Furthermore, performance management has three key areas that focus on (1) defining performance, (2)

performance measurement, and (3) feedback. Defining performance involves performance management systems that specify which aspects are relevant to the organisation. This is done through job analysis. Performance measurement entails measuring aspects of performance through performance appraisal related to individual performance. Feedback on performance information is done by providing feedback to employees through feedback sessions, so that employees can adjust their performance in support of organisational goals.

Leaders at a strategic level should look at performance management using a three-pronged approach, namely strategic, administrative and developmental. The aim of the following question was to determine whether there is indeed alignment of personal performance with organisational performance.

*Question B.5: Does individual performance of employees support the organisational performance?*

Table 5.13 lists the participants' responses to Question B.5.

**Table 5.13: Responses to Question B.5 – Alignment of personal performance to organisational performance**

<b>PARTICIPANT</b>	<b>RESPONSE</b>
<b>GROUP 1: OPERATIONAL DIVISION</b>	
Participant 1	<i>"Yes, because we have performance agreements that should be aligned with our annual plans of the division."</i>
Participant 2	<i>"No, individual performance is just a paper exercise that has no bearing on organisation performance."</i>
Participant 3	<i>"No, because those responsible are not held accountable."</i>
Participant 4	<i>"No, accountability for non-achievement of organisational priorities must be visible in the performance assessments of individuals."</i>
<b>GROUP 2: SUPPORT DIVISION</b>	
Participant 5	<i>"To a certain extent individual performance supports organisational goals."</i>

PARTICIPANT	RESPONSE
Participant 6	<i>“No, it does not, as levels of competency have declined and continue to decline.”</i>
Participant 7	<i>“Not always. The performance management system is difficult to implement objectively.”</i>
Participant 8	<i>“No, because non-performance or achievement of organisational priorities does not affect the individual’s performance assessment who is accountable for those targets.”</i>

The majority of participants indicated that the individual performance of employees does not support organisational performance. The participants highlighted that this is because the managers and members are not held accountable. In Group 1, there were mixed views, with two of the participants indicating with certainty that there is no alignment of individual performance with organisational performance. The other two participants provided inconclusive responses. The conclusion that can be drawn from this is that when there is no achievement of organisational performance, an individual’s performance assessment should also reflect non-performance on individual levels.

#### **5.2.4 Section C: Effect of leadership on organisational culture**

The overall aim of raising the interview questions analysed in this section, was to establish the effect of leadership on the organisational culture of the National Divisions of the SAPS. The research objective to analyse the ways in which leadership influences the organisational culture at the National Divisions of the SAPS is thus reached in this section.

##### *5.2.4.1 Vision is exciting and motivating*

Effort must be made to ensure that the culture of an organisation aligns with the vision and mission statements of the organisation. As stated in Chapter 2 (2.6 *Organisational culture*), vision describes the organisation’s future scope or destination, while mission describes its current state and purpose. Aligning the culture of an organisation with its vision and mission would mean that the behaviour that is displayed and actions of employees are geared towards attaining the vision and mission (Schubert, 2022:39).

The vision of the SAPS is to create a safe and secure environment for all the people in South Africa (SAPS, 2022(c)). The following question was asked to ascertain whether the leadership of the SAPS creates eagerness about the future of the organisation by setting an exciting, yet practicable, vision:

*Question C.1: Does the vision of the organisation create excitement and motivation for employees?*

The aim of the question is to determine whether the vision of the organisation is exciting and motivating to employees. Table 5.14 lists the participants' responses to Question C.1.

**Table 5.14: Responses to Question C.1 – Vision is exciting and motivating**

PARTICIPANT	RESPONSE
<b>GROUP 1: OPERATIONAL DIVISION</b>	
Participant 1	"No."
Participant 2	"No."
Participant 3	"No."
Participant 4	"No."
<b>GROUP 2: SUPPORT DIVISION</b>	
Participant 5	<i>"The vision is exciting and gives us hope."</i>
Participant 6	"No."
Participant 7	<i>"I do not think so."</i>
Participant 8	"No."

The majority of participants in both groups felt that the vision does not create excitement and motivation. Only one participant from Group 2 stated that the vision creates excitement and motivation: *"The vision is exciting and gives us hope."*

It is the responsibility of the leadership of the organisation to create eagerness about the future of the organisation by developing a 'picture of what that destination looks like'. Failure to get the organisation excited around the future destination as formulated

in the vision and mission will result in failure to achieve set objectives (Mercadal, 2022:49). It is fair to conclude that SAPS members are not excited or motivated by the vision of the SAPS. The management of the SAPS needs to create a sense of urgency by activating and creating platforms for discussions of the vision and mission statement. Leadership should set the tone and drive excitement about the vision by ensuring understanding at all levels.

#### 5.2.4.2 Culture of the organisation

In Chapter 2 (2.6 *Organisational culture*), organisational culture is defined as the environment that surrounds employees at work all the time. It is a powerful element that shapes work enjoyment, relationships, and processes and procedures. Organisational culture is especially influenced by executives and other managerial staff because of their roles in decision-making and strategic direction (Mercadal, 2022:41-42).

The aim of the following question was to determine whether the organisational culture of the SAPS can adapt to changes in the internal and external environment.

*Question C.2: Is the culture of the organisation able to adapt to changes internally and externally?*

Table 5.15 lists the participants' responses to Question C.2.

**Table 5.15: Responses to Question C.2 – Culture of the organisation**

PARTICIPANT	RESPONSE
<b>GROUP 1: OPERATIONAL DIVISION</b>	
Participant 1	<i>“No, I don’t think so the culture of SAPS is not flexible to changes.”</i>
Participant 2	<i>“No, the command and control culture is entrenched into the organisation, and this makes it difficult to adapt to changes.”</i>
Participant 3	<i>“No, the culture of SAPS is what limits teams and the leadership to move forward.”</i>



<b>PARTICIPANT</b>	<b>RESPONSE</b>
Participant 4	<i>“No, the culture is determined by the leadership. There is no willingness to change by the leadership. Command and control is the culture that.”</i>
<b>GROUP 2: SUPPORT DIVISION</b>	
Participant 5	<i>“Yes, changes that occur internally can be easily managed but SAPS cannot adapt to changes to come from external forces.”</i>
Participant 6	<i>“No.”</i>
Participant 7	<i>“I don’t think so because the culture of brutality (the old police force) is still prevalent.”</i>
Participant 8	<i>“No, the culture where the police defends the badge is no longer visible. There is no longer accountability, responsibility and pride in the service.”</i>

The majority of participants felt that the culture of the SAPS makes it difficult for the organisation to adjust to internal and external changes. Only one participant in the Support Division felt that the SAPS culture can adjust to internal changes. Yet, the same participant felt that the organisational culture is unable to adapt to external influences. It can therefore be concluded that the culture of the SAPS is unable to adapt to internal and external changes. The majority of participants ascribed this to the fact that SAPS culture is entrenched or institutionalised and works on the basis of command and control. This means ‘comply now, complain later’. This mindset creates very little opportunity for new ways of doing things. The participants highlighted some contributing factors for why they felt that the SAPS is not able to adapt to internal and external changes, which include:

*“... the culture of SAPS is not flexible to changes.”*

*“... the command and control culture is entrenched into the organisation and this makes it difficult to adapt to changes.”*

*“... the culture of SAPS is what limits teams and the leadership to move forward.”*

*“... the culture is determined by the leadership. There is no willingness to change by the leadership. Command and control is the culture that.”*

*“... the culture of brutality (the old police force) is still prevalent.”*

*“... the culture where the police defends the badge is no longer visible. There is longer accountability, responsibility and pride in the service.”*

As stated in Chapter 2 (2.4 Leadership styles), organisations require leadership who can modify their style based on the complexities faced within the organisation, so that, when changes happen in the environment, they are in a better position to respond to a wide range of challenges (Gandolfi & Stone, 2018:263). Leadership thus drives the culture of an organisation, which is also true for the SAPS. Regrettably, it was deduced from the responses that the SAPS cannot adapt to change.

#### 5.2.4.3 Mutual trust

Chapter 2 (2.4.5 Participative (democratic) leadership style) states that a democratic leadership style tends to engender relationships of mutual trust between followers and leaders. To test the existence of a participative leadership style at the SAPS National Head Office Divisions and Components, the following question was asked:

*Question C.3: Does mutual trust exist between employees and management of the division?*

The aim of the question was to determine whether there is mutual trust between the employees and management in a division. Table 5.16 lists the participants' responses to Question C.3.

**Table 5.16: Responses to Question C.3 – Mutual trust**

<b>PARTICIPANT</b>	<b>RESPONSE</b>
<b>GROUP 1: OPERATIONAL DIVISION</b>	
Participant 1	<i>“No, managers do not employ people skills towards staff.”</i>
Participant 2	<i>“No, because people are treated differently in the workplace.”</i>
Participant 3	<i>“No, there is no understanding, my manager is not prepared to create a platform to listen to members.”</i>

PARTICIPANT	RESPONSE
Participant 4	<i>“No, the SAPS rank structure creates no opportunity for engagements or consultation: leadership talks, and we listen.”</i>
<b>GROUP 2: SUPPORT DIVISION</b>	
Participant 5	<i>“Trust between the two is slowly degenerating.”</i>
Participant 6	<i>“The Division yes, the SAPS not.”</i>
Participant 7	<i>“Yes, to some extent.”</i>
Participant 8	<i>“Yes, to a certain extent because of factions and favouritism.”</i>

Of the eight participants, all four participants from Group 1 felt that there is no mutual trust between the employees and management. The following motivations were provided:

*“... managers do not employ people skills towards staff.”*

*“... people are treated differently in the workplace.”*

*“... my manager is not prepared to create a platform to listen to members.”*

*“... the SAPS rank structure creates no opportunity for engagements or consultation: leadership talks, and we listen.”*

The four participants in Group 2 believed there is trust but to a limited extent. One of the participants believed that the lack of trust can be contributed to factions and favouritism within the SAPS. Therefore, the majority of participants from both groups confirmed that mutual trust is absent. It can therefore be concluded that there is no trust between the employees and managers in the Operations and Support Divisions of the National Head Office of the SAPS.

#### 5.2.4.4 Attitude to work

The interviews concluded with the following question about the ways the organisational culture shape the attitude of police officers and officials towards their work:

*Question C.4: How does the organisational culture shape the attitude of Police officers and officials towards their work?*

Table 5.17 lists the participants' responses to Question C.4.

**Table 5.17: Responses to Question C.4 – Attitude to work**

<b>PARTICIPANT</b>	<b>RESPONSE</b>
<b>GROUP 1: OPERATIONAL DIVISION</b>	
Participant 1	<i>"It has resulted in a lack of accountability and a culture of non-compliance and poor performance."</i>
Participant 2	<i>"A leadership that does not support the vision of the organisation."</i>
Participant 3	<i>"Leadership has centralisation of the culture which promotes non-compliance and lack of ownership and accountability."</i>
Participant 4	<i>"Leadership has defined the culture; members respond as directed."</i>
<b>GROUP 2: SUPPORT DIVISION</b>	
Participant 5	<i>"Organisational culture is an effective instrument to ensure good performance, morals and values are sustained."</i>
Participant 6	<i>"The prevailing culture has resulted in inequalities, misplaced accountability and inadequate levels of competency."</i>
Participant 7	<i>"The culture promotes compliance but hinders creativity."</i>
Participant 8	<i>"Influences leadership styles that result in lower the performance levels."</i>

The participants responded that the organisational culture shapes the attitude of police officers and officials to their work by promoting compliance but, unfortunately, hinders creativity. In addition, the prevailing culture has resulted in inequalities, misplaced accountability, and inadequate levels of competency. It was also confirmed that the culture influences leadership styles that lead to lower performance levels. Furthermore, one of the participants pointed out that *"It has resulted in a lack of accountability and a culture of non-compliance and poor performance."*, while another

participant explained that the leadership has centralisation of the organisational culture, which promotes non-compliance and a lack of ownership and accountability.

The effect of leadership on the organisational culture of the SAPS was defined by one of the participants as *“Leadership has defined the culture; members respond as directed.”* The participant confirmed that leadership influences the organisational culture to such an extent that the followers or members comply as directed by the leaders or managers.

These were indeed mixed views from the participants. However, the majority of the participants highlighted that the organisational culture has regrettably resulted in poor levels of performance, negatively influences leadership styles, and allows limited room for innovation. Members follow the standards as set by their managers through the prevailing leadership style. These views pointed to a declining performance level, with very few indicators of a successful organisation. The participants’ responses also indicated that the style of leadership and leaders’ ability to lead resulted in this culture that has spread across the organisation.

To complete the data analysis of the mixed methods research designs, the second half of the chapter presents the analysis of the quantitative data collected through the questionnaire.

### 5.3 QUANTITATIVE DATA ANALYSIS AND FINDINGS

The entire site population of 23 employees was invited to complete the questionnaire. However, responses were received from 22 participants.

The Likert-type scale used in the questionnaires is displayed in the Table 5.19.

**Table 5.18: Questionnaire, Section B – Agree/Disagree Likert scale**

AGREE/DISAGREE LIKERT SCALE				
1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

The questionnaire was divided into four sections:

- Section A: Demographic information (one question)
- Section B: Leadership styles (three statements)
- Section C: Organisational performance (four statements)
- Section D: Organisational culture (three statements)

### 5.3.1 Section A: Demographic characteristics of respondents

The respondents to the questionnaire, Group 3, represented Management, Information and Strategic Management (MISP) Commanders at the rank of Colonel. These MISP Commanders work directly with the Heads of the National Divisions and Components and are mainly responsible for compiling performance management information. They have excellent experience in policing and their opinions added value to the study, as they have good exposure to the top management of the divisions in which they function. Of the participants, 10 were male (two from the Operational Division and eight from the Support Division) and 12 were female (five from the Operational Division and seven from the Support Division). The participants were all between the ages 35 to 57 years and had an average of 15 to 25 years of service at the SAPS.

The response list of Divisions and Components are summarised in Table 5.18 below.

**Table 5.19: Questionnaire – Response list of Divisions and Components**

NAME OF OPERATIONAL DIVISION	NUMBER OF PARTICIPANTS TARGETED	NUMBER OF PARTICIPANTS WHO RESPONDED
Internal Audit	1	1
Strategic Management	4	4
Inspectorate	1	1
Supply Chain Management	1	1

<b>NAME OF OPERATIONAL DIVISION</b>	<b>NUMBER OF PARTICIPANTS TARGETED</b>	<b>NUMBER OF PARTICIPANTS WHO RESPONDED</b>
Corporate Support	1	1
Operational Response Service	1	1
Visible Policing	1	1
Detective Service	1	1
Forensic Service	1	1
Directorate for Priority Crime Investigations	1	1
Technology Management	1	1
Human Resource Management	1	1
Human Resource Development	1	1
Risk and Integrity Management	1	1
Organisational Development	1	1
Crime Registrar	1	1
Corporate Communication	1	1
Crime Intelligence	2	1
Programme and Project Management	1	1
<b>Total</b>	<b>23</b>	<b>22</b>

### **5.3.2 Section B: Leadership styles**

The interpretation of the responses to the following statements contributed towards reaching the research objective of the study, namely, to critically evaluate the leadership styles practiced at the National Divisions of the SAPS to determine the predominant leadership style:

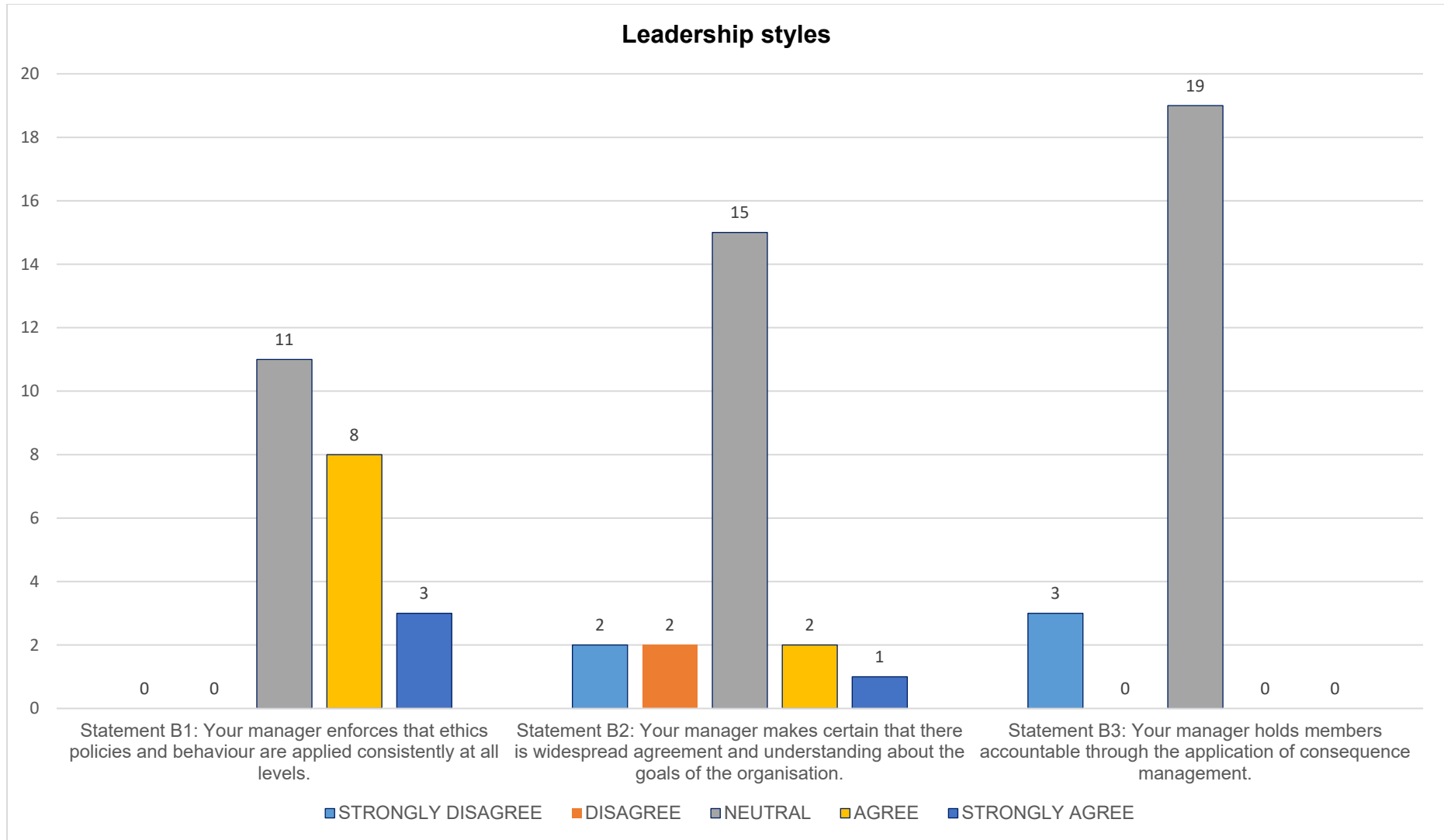
- Statement B1: Your manager enforces that ethics policies and behaviour are applied consistently at all levels.
- Statement B2: Your manager makes certain that there is widespread agreement and understanding about the goals of the organisation.
- Statement B3: Your manager holds members accountable through the application of consequence management.

The respondents were requested to indicate their level of agreement with each of the three statements by selecting one of the following options: 1 = *Strongly disagree*, 2 = *Disagree*, 3 = *Neutral*, 4 = *Agree* and 5 = *Strongly agree*.

A total of 22 MISP Commanders in the National Divisions and Components provided the responses. They would know if consequence management was implemented for those who did not meet performance targets. They would also have knowledge of what areas were not achieved and the degree to which this affected a division or component's performance. The MISP Commander is responsible for requesting from the line functionaries who are responsible for specific targets the successes and progress made in attaining these targets on behalf of the Divisional Commissioner or Component Head and keep track of such progress.

Findings related to the statements included in Section B of the questionnaire are summarised below in Figure 5.1. Table 5.20 complements the summary of the responses in Figure 5.1. Percentages are provided for each statement.





**Figure 5.2: Section B – Leadership styles – Total responses and percentages**

**Table 5.20: Section B – Leadership styles – Total responses and percentages**

<b>NO.</b>	<b>STATEMENT</b>	<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEUTRAL</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>TOTAL</b>
<b>B1</b>	Your manager enforces that ethics policies and behaviour are applied consistently at all levels.	0	0	11 (50%)	8 (36%)	3 (14%)	22 (100%)
<b>B2</b>	Your manager makes certain that there is widespread agreement and understanding about the goals of the organisation.	2 (9%)	2 (9%)	15 (68%)	2 (9%)	1 (5%)	22 (100%)
<b>B3</b>	Your manager holds members accountable through the application of consequence management.	3 (14%)	0	19 (86%)	0	0	22 (100%)

### 5.3.2.1 *Consistency in applying organisational policies*

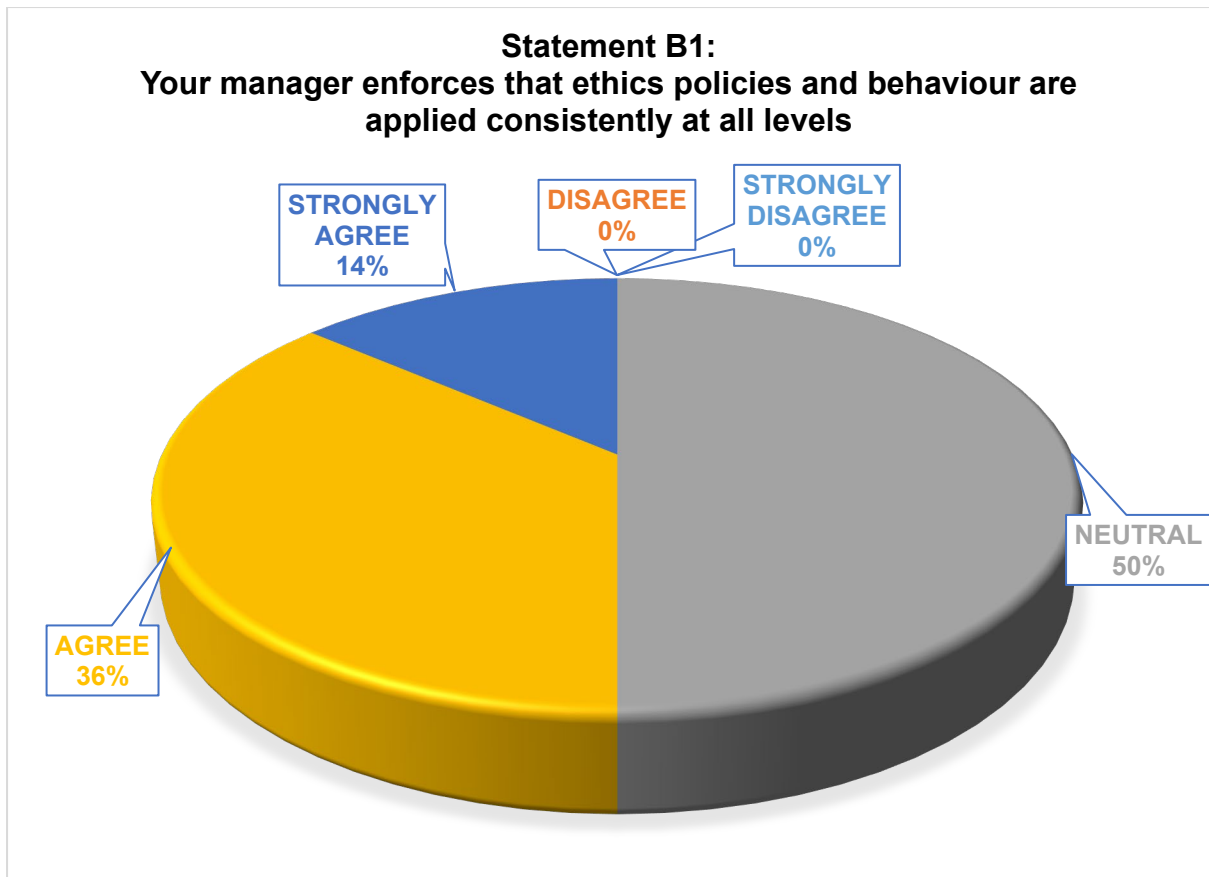
A leader who can set the right tone and consistently behaves in a manner that supports the vision, mission and goals of the organisation qualifies as an ethical leader. Qualities such as intelligence and being hardworking and knowledgeable in a specific field of work are characteristic of an ethical leader. This also includes complying with and consistently enforcing the organisation's policies and prescripts (Hald, Gillespie & Reader, 2021:462).

As stated in Chapter 2 (2.3.2 *Leadership trait theory*), the traits most associated with great leadership include adaptability and flexibility, assertiveness, the capacity to motivate people, and courage and resolution. Leaders are also known for their creativity, decisiveness, eagerness to accept responsibility, and emotional stability. In addition to being dependable overall, strong leaders are able to control their emotions and avoid overreacting. Other common traits are action-oriented judgement, the need for achievement, and people skills and perseverance. Strong leaders are self-confident, and because they are confident in themselves, followers often begin to share their self-belief. Great leadership is skilled and capable, and members of the group can look to the leader for an example of how things should be done. It is thus important that the managers of the SAPS enforce the application of ethics policies and behaviour (Nichols & Cottrell, 2014:720-726).

The aim of the following statement was to determine whether the managers (leadership) within the National Divisions and Components subscribe to and enforce the organisation's ethics policies and ethical behaviour.

*Statement B1: Your manager enforces that ethics policies and behaviour are applied consistently at all levels.*

A total of 22 responses were received of which the majority, 50%, remained neutral about whether their managers enforce ethics policies and behaviour. Only 14% of the participants strongly agreed that this happens consistently at all levels, while 36% agreed. These percentages are illustrated in Figure 5.3 below.



**Figure 5.3: Statement B1 – Your manager enforces that ethics policies and behaviour are applied consistently at all levels – Total responses and percentages**

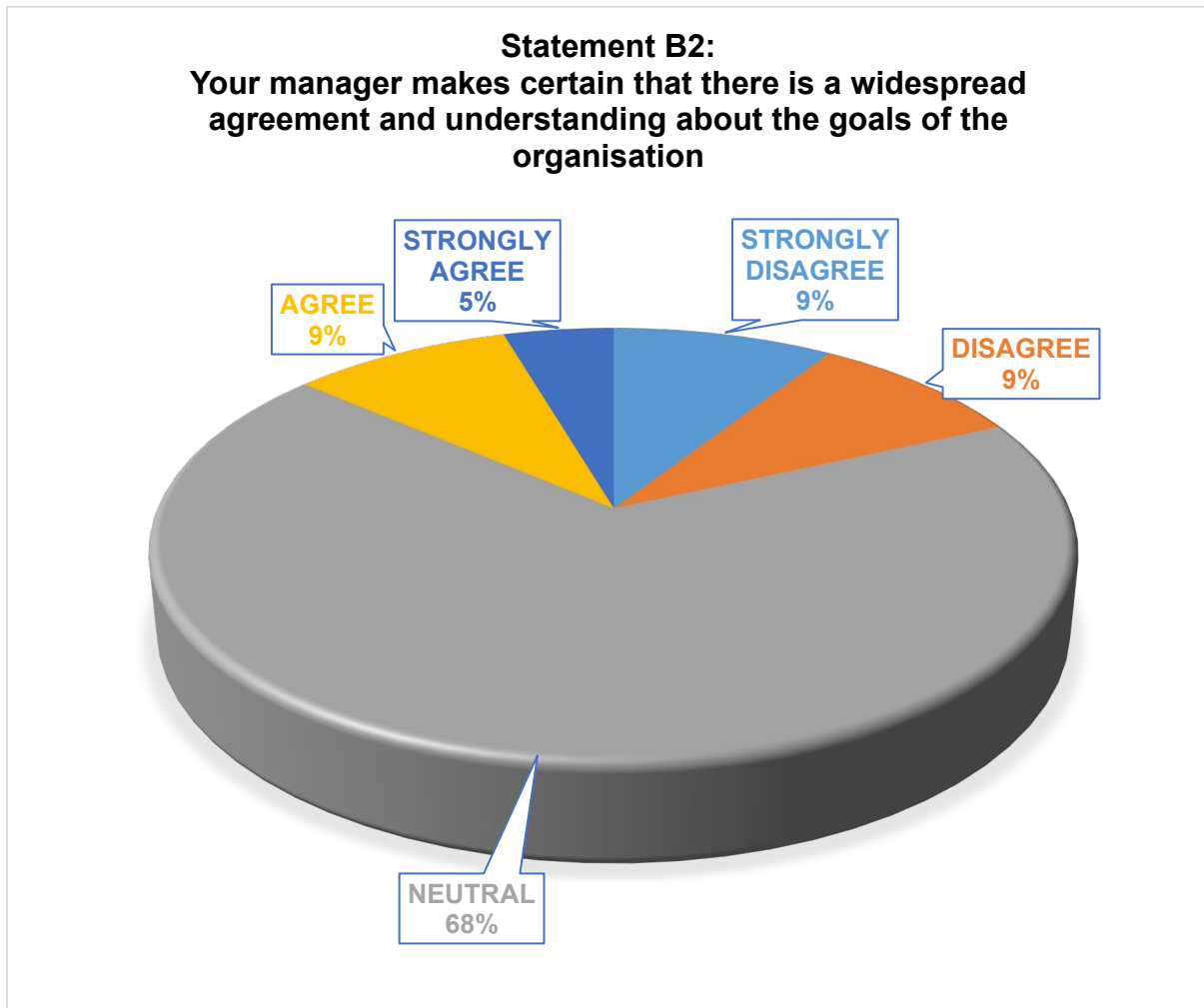
The high percentage of neutral responses raises concerns. Ethics must be driven by the manager, and that manager should set the tone from the top. If this is not being led at management level, there is little chance of ethics becoming part of the culture of the division or component. It can therefore be concluded that the implementation of ethics policies and behaviour is limited.

#### 5.3.2.2 *Regular engagement regarding organisational goals*

The aim of the following statement was to determine whether staff members are consulted and are in agreement with the goals that are set for the organisation.

*Statement B2: Your manager makes certain that there is widespread agreement and understanding about the goals of the organisation.*

The majority of the participants, 68%, were neutral, 9% agreed that their manager does make certain that there is widespread agreement and understanding about the goals of the organisation, and 5% strongly agreed. A total of 18% disagreed with the statement. These percentages are illustrated in Figure 5.4 below.



**Figure 5.4: Statement B2 – Your manager makes certain that there is widespread agreement and understanding about the goals of the organisation – Total responses and percentages**

In Chapter 2 (2.4 *Leadership styles*), leadership style is defined as a way of providing direction to followers by implementing the vision and strategy of the organisation and creating excitement regarding the achievement of goals (Bachmann, 2017:34).

The laissez-faire leadership style (as explained in 2.4.2 *Laissez-faire (delegative) leadership style*) can easily be seen as the absence of leadership – as a failure to take charge of managing and directing actions and the failure to be present and lead

through decision-making (Thanh & Quang, 2022:7-9). This view is supported by Flynn (2021), who indicated that this type of leader avoids involving themselves in issues that affect an employee's responsibility to achieve organisational goals. Based on the responses, it was deduced that the laissez-faire or delegative leadership style is the dominant leadership style practiced at the National Divisions and Components of the SAPS.

### 5.3.2.3 *Accountability through consequence management*

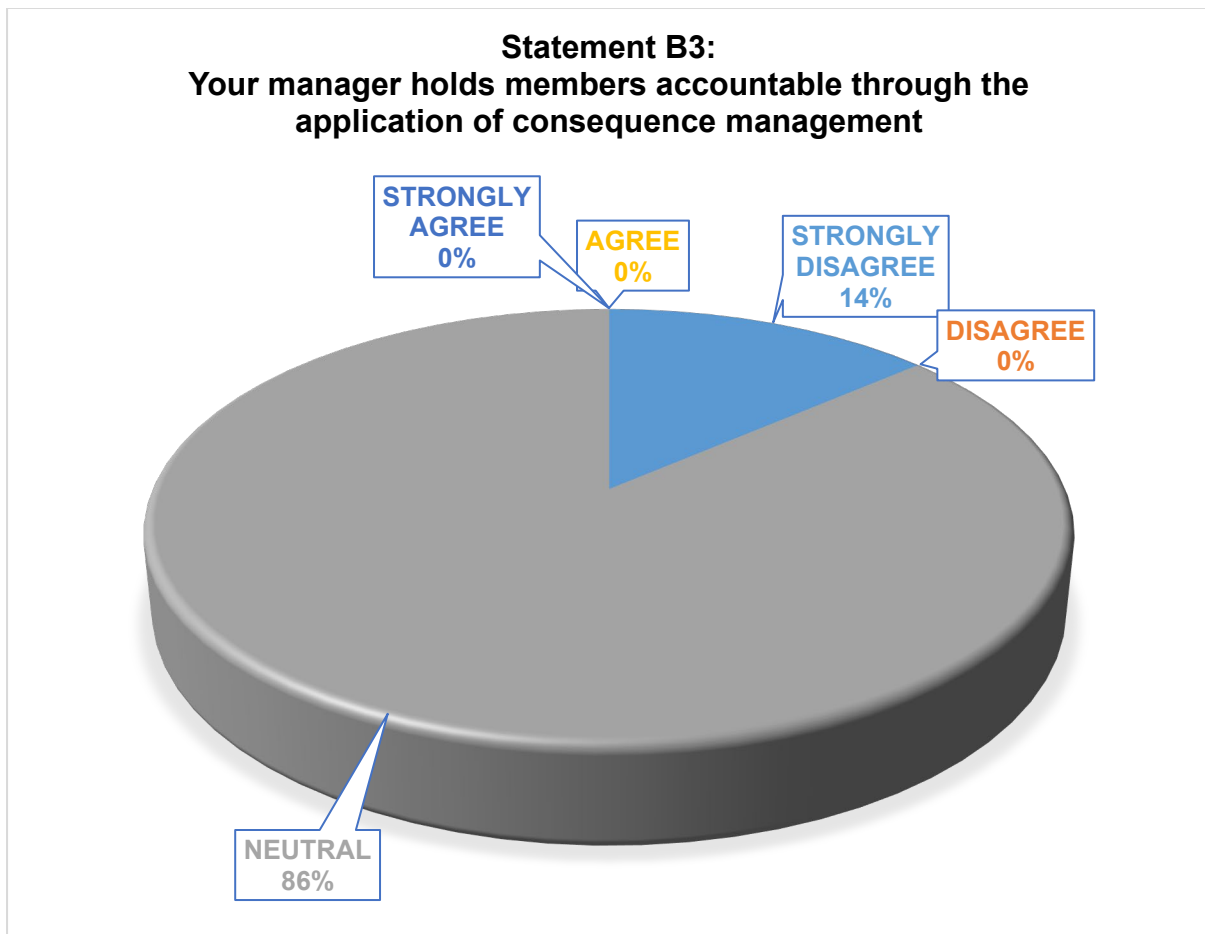
Chapter 4 (4.3.4 *South African Police Service Code of Conduct*) indicates that an organisation's management must consider the effect of their business on society to ultimately ensure that such actions contribute positively to society. It is in response to this that many organisations develop and implement a code of conduct or good practice. The SAPS Code of Conduct requires that the police service work actively to prevent any form of corruption and bring those guilty of unethical conduct to justice (SAPS Discipline Regulations, 2016:Regulation 20). At the SAPS, consequence management is not required where performance is being achieved or measures are in place to address accountability. In general, Head Office Divisions and Components have accountability sessions or performance review sessions in which managers must account for their performance. The sessions also accommodate for areas of non-performance or partial performance. Thus, not every non-performance requires consequence management, but where corrective measures are no longer effective consequence management is applied (SAPS, 2022(c)).

The aim of the following statement was to determine whether consequence management is implemented by managers for non-compliance.

*Statement B3: Your manager holds members accountable through the application of consequence management.*

Again, the majority of participants, 86%, remained neutral about the fact that consequence management is implemented to hold members accountable. Unfortunately, the remaining 14% strongly disagreed with the statement. Although consequence management is a common practice at the National Divisions, it cannot be assumed with certainty that members are held accountable for a lack of performance.

The response percentages are illustrated in Figure 5.5 below.



**Figure 5.5: Statement B3 – Your manager holds members accountable through the application of consequence management – Total responses and percentages**

### **5.3.3 Section C: Organisational performance**

The interpretation of the responses to the following statements contributed towards reaching the research objective of the study, namely, to analyse the ways in which leadership influences performance management at the National Divisions of the SAPS:

- Statement C1: The clients of the organisation have trust and respect, and support the work of the SAPS.

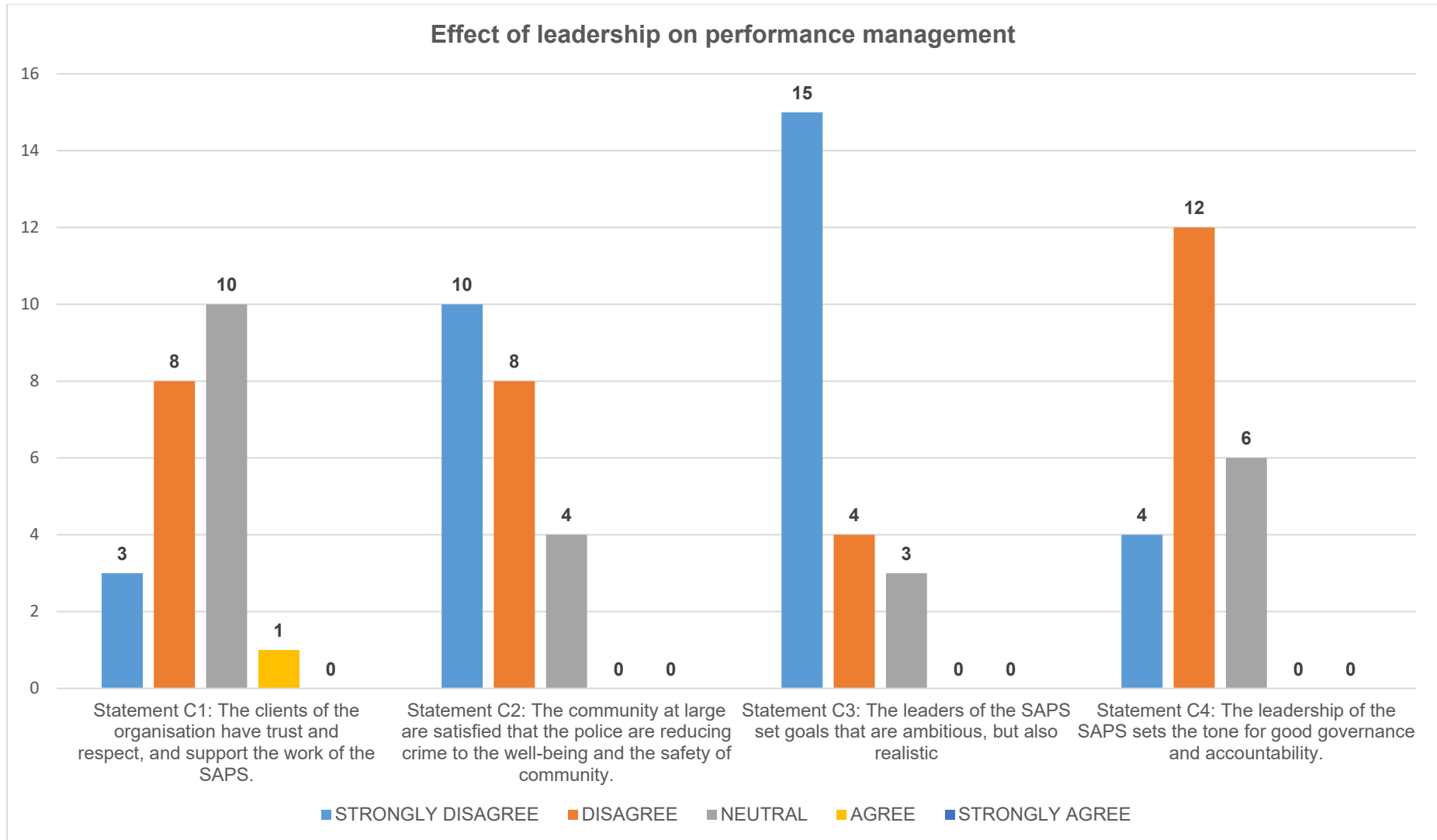
- Statement C2: The community at large are satisfied that the police are reducing crime to the well-being and the safety of community.
- Statement C3: The leaders of the SAPS set goals that are ambitious, but also realistic.
- Statement C4: The leadership of the SAPS sets the tone for good governance and accountability.

The respondents were requested to indicate their level of agreement with the above four statements by selecting one of the following options: 1 = *Strongly disagree*, 2 = *Disagree*, 3 = *Neutral*, 4 = *Agree* and 5 = *Strongly agree*.

A total of 22 MISP Commanders in the National Divisions and Components provided the responses. These members are responsible for coordinating performance information and preparing reports for their respective environments. They form the central point that manages all information in the division or component on behalf of the Divisional Commissioner or Component Head. This means that they have direct access to the Divisional Commissioner or Component Head and are the responsible managers of all information received and disseminated relating to planning and performance information, which is strategic management-related information.

Findings relating to the statements included in Section C of the questionnaire are summarised below in Figure 5.6. Table 5.21 complements the summary of the responses in Figure 5.6. Percentages are provided for each statement.





**Figure 5.6: Section C – Organisational performance – Total responses and percentages**

**Table 5.21: Section C – Organisational performance – Total responses and percentages**

<b>NO.</b>	<b>STATEMENT</b>	<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEUTRAL</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>TOTALS</b>
<b>C1</b>	The clients of the organisation have trust and respect, and support the work of the SAPS.	3 (14%)	8 (36%)	<b>10 (45%)</b>	1 (5%)	0	<b>22 (100%)</b>
<b>C2</b>	The community at large are satisfied that the police are reducing crime to the well-being and the safety of community.	<b>10 (46%)</b>	8 (36%)	4 (18%)	0	0	<b>22 (100%)</b>
<b>C3</b>	The leaders of the SAPS set goals that are ambitious, but also realistic.	<b>15 (68%)</b>	4 (18%)	3 (14%)	0	0	<b>22 (100%)</b>
<b>C4</b>	The leadership of the SAPS sets the tone for good governance and accountability.	4 (18%)	<b>12 (55%)</b>	6 (27%)	0	0	<b>22 (100%)</b>

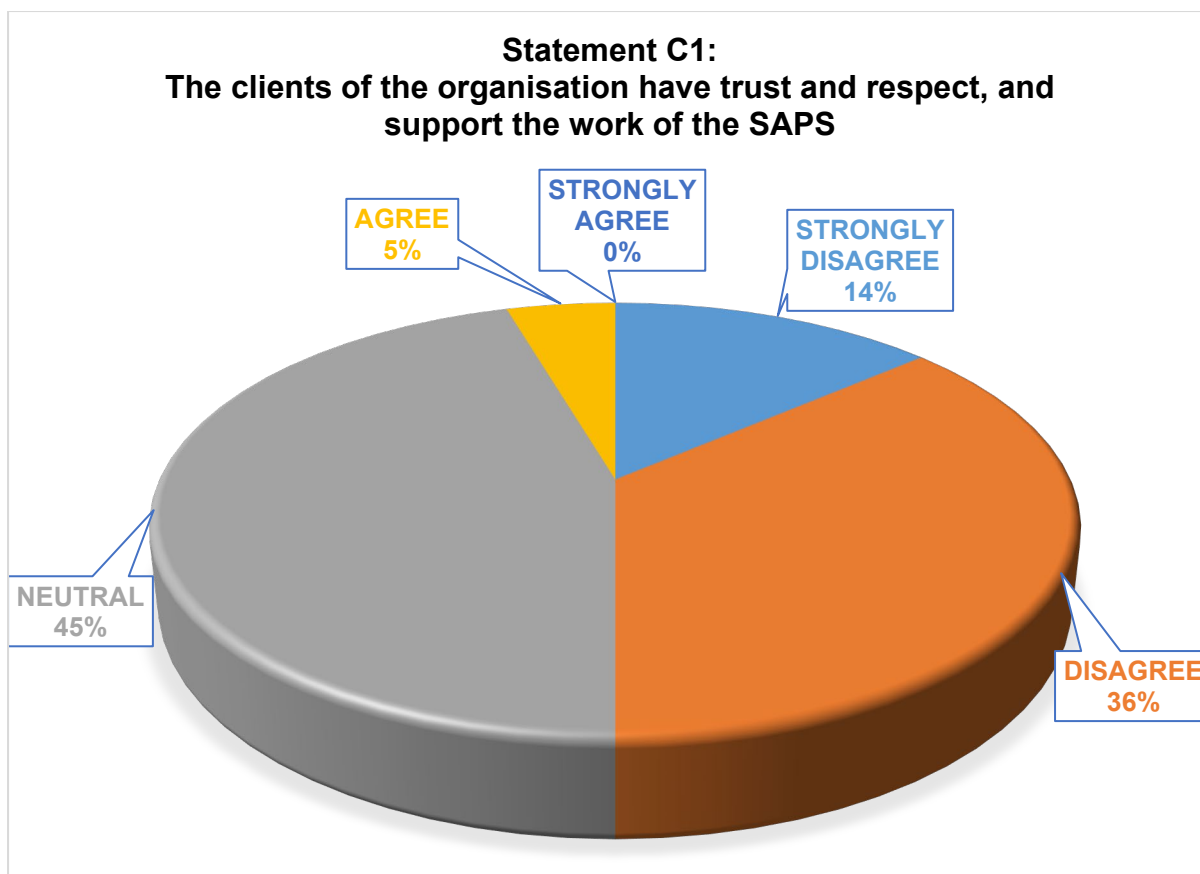
### 5.3.3.1 Community trust and support

Chapter 2 (2.2 *Leadership defined*) states that leadership plays a critical role in the success or failure of any organisation. Exemplary leadership directly and indirectly impacts on employee performance. Leadership creates an opportunity for transparency by improving collaboration in working towards a common goal. It creates a platform for dialogue and public comment, especially when the media is allowed to be part of the conversation. Where communities hold leaders accountable for their actions and non-actions, the communities develop trust, respect and support for the work of the organisation (Koestenbaum, 2002:25). The aim of this questionnaire statement was to determine whether the community at large has trust in the police and their function to provide policing in the country.

*Statement C1: The clients of the organisation have trust and respect, and support the work of the SAPS.*

The majority of the participants, 45%, had a neutral response, 36% disagreed, and 14% of the participants strongly disagreed that the clients of the SAPS have trust, respect and support for the work of the SAPS. This indicates that the clients, who are the general public, might trust, respect and support the work of SAPS; but definitely not in an overwhelming way. Even though there was one participant who believed that this is happening, the majority of the responses ranged from strongly disagree to neutral. It was thus confirmed that community trust, respect and support for the police ranges from low to medium. SAPS management must work with urgency to change the views related to trust, to avoid vigilantism and total disregard for law enforcement. This will require a culture change, a change in leadership style, and, in in some areas of policing, a change in leadership. Systemic internal issues must be addressed with urgency. These relate to key areas in policing, such as crime detection, corruption, unethical behaviour, and/or involvement in criminality by SAPS members.

The response percentages are illustrated in Figure 5.7 below.



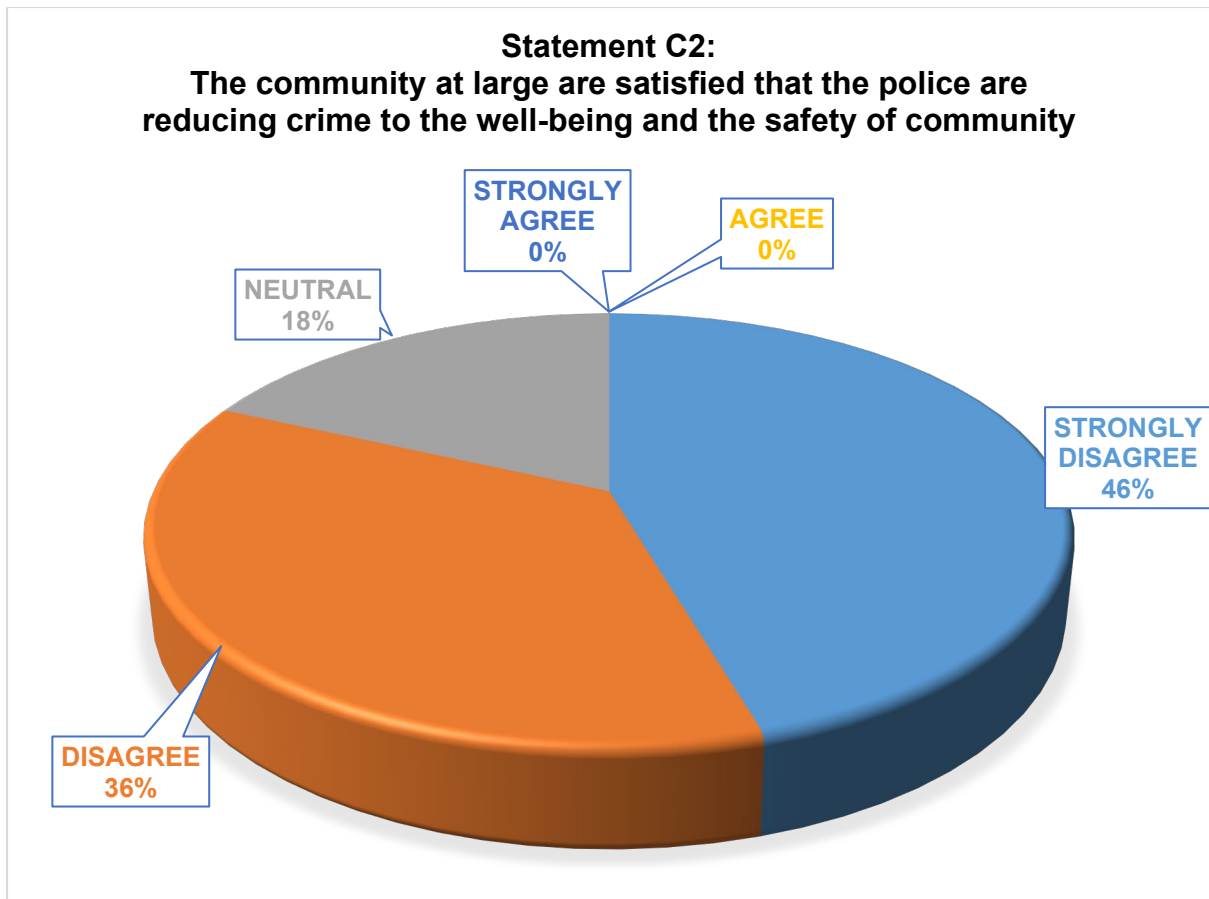
**Figure 5.7: Statement C1 – The clients of the organisation have trust and respect, and support the work of the SAPS – Total responses and percentages**

#### 5.3.3.2 Satisfaction of the community with policing services

It is highlighted in Chapter 2 (2.2 *Leadership defined*) that society, which is a client of government, has the right to receive equitable, fair, efficient and effective services from government departments (Roelofse, 2018:89). The aim of the following statement was to determine whether the police are seen to be reducing the crime that impacts on communities and whether communities are satisfied that this is happening.

*Statement C2: The community at large are satisfied that the police are reducing crime to the well-being and the safety of community.*

Of the participants, 46% strongly disagreed with the statement and 36% disagreed. None of the participants agreed, while 18% remained neutral about the statement. The response percentages are illustrated in Figure 5.8 below.



**Figure 5.8: Statement C2 – The community at large are satisfied that the police are reducing crime to the well-being and the safety of community – Total responses and percentages**

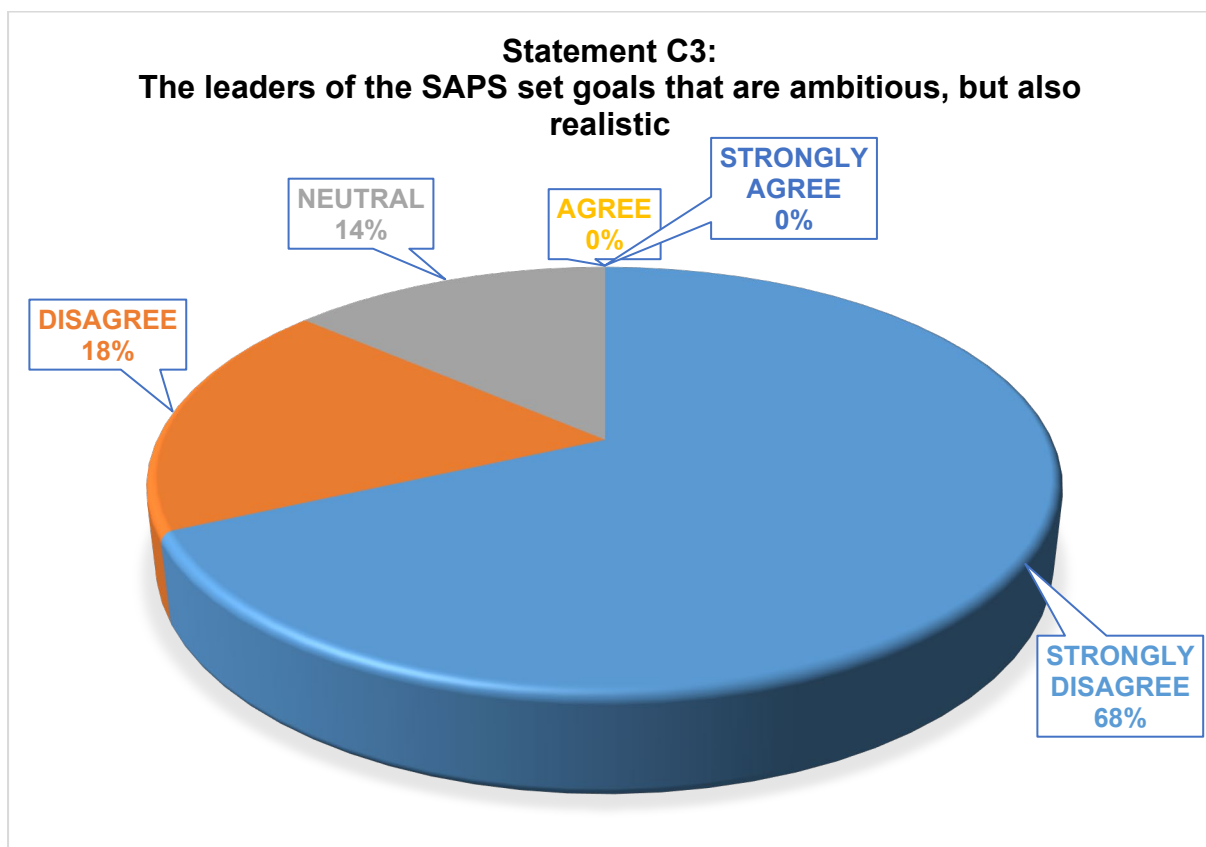
The responses display that a negative attitude about policing efforts prevails in the country. It can be concluded that the community is not satisfied with the police service's efforts to reduce crime. The well-being and safety of communities might be in jeopardy. Decisive leadership is required in areas of non-performance that impact on communities. The SAPS needs to be more realistic in setting targets, and the leadership must focus on policing issues over which they have control. Public service institutions exist to serve the public, and the harm caused to communities by poor service delivery is significant. In South Africa, there is a significantly high number of citizens who depend on government for services and who hope that government employees do what is right. When incidents of unethical leadership arise, the result is distrust and a loss of hope. The importance of involving other relevant departments to deal with societal issues that impact on crime cannot be overemphasised.

### 5.3.3.3 Ambitious but realistic goals

The aim of the statement was to determine whether the goals set by leaders in the SAPS are ambitious but realistic to achieve.

*Statement C3: The leaders of the SAPS set goals that are ambitious, but also realistic.*

An overwhelming 68% of the participants strongly disagreed with the statement, and 18% disagreed that the leaders of the SAPS set goals that are ambitious but also realistic. None of participants agreed, while 14% remained neutral about the statement. It can be concluded that the leaders and managers of the SAPS set goals that are overambitious and unrealistic. The response percentages are illustrated in Figure 5.9 below.



**Figure 5. 9: Statement C3 – The leaders of the SAPS set goals that are ambitious, but also realistic – Total responses and percentages**

In 5.2.3.4 *Setting a clear future strategy* (above) the managers from the Operational Division agreed that there is a strategic plan for the organisation when responding to

the interview question 'Is there a clear strategy for the future that is understood and accepted by everyone in the division?'. However, they felt that there is no understanding or acceptance of the plan. So, while some participants in the study felt that the organisation has future plans, the overall envisioned goals were viewed as overambitious.

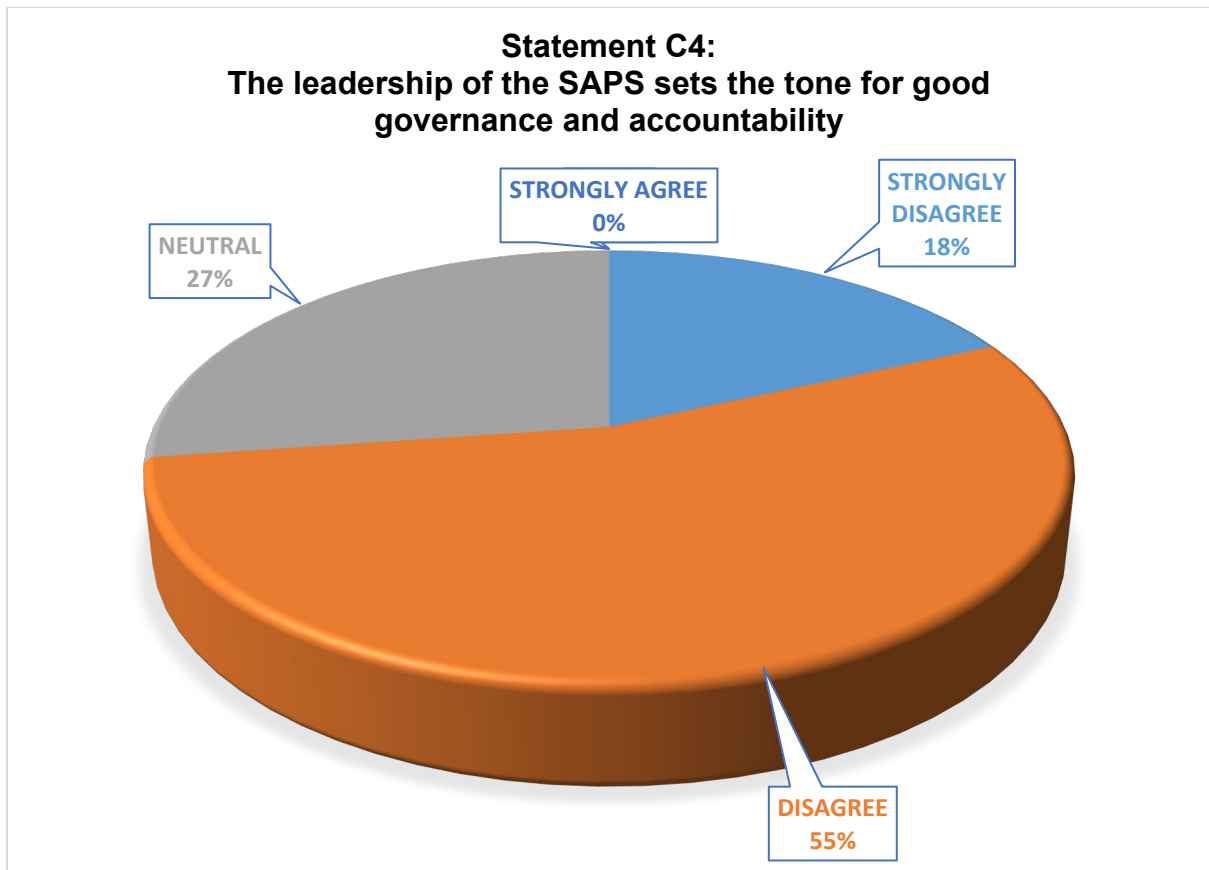
#### 5.3.3.4 *Tone of good governance*

As Chapter 2 (2.5 *Performance management in the public sector*) states, the performance management of both the individual and organisation is managed through performance plans and job descriptions for individuals, a five-year Strategic Plan for the department, and an Annual Performance Plan (Helmold, 2022:65). In the SAPS, performance is assessed on a quarterly basis in accordance with the measurements determined during the planning phase. In addition, Chapter 4 (4.4.7 *Auditor-General of South Africa*) states that accountability is managed through internal and external audits as well as quarterly and annual performance reviews. The performance review of a full financial year must be reported yearly to Parliament and the Department of Planning, Monitoring and Evaluation (DPME). To maintain the integrity of the SAPS, it is important that good governance and accountability be incorporated into the performance reviews and auditing processes. The leadership must set an example and the tone in this regard (AGSA, 2022).

The aim of the following statement was to determine whether SAPS leadership set the tone for good governance and accountability at the National Divisions.

*Statement C4: The leadership of the SAPS sets the tone for good governance and accountability.*

The majority of the participants (55%) disagreed that the leadership of the SAPS sets the tone for good governance and accountability, 18% strongly disagreed, and 27% were neutral about the statement. None of the participants agreed that the leadership of the SAPS sets the tone for good governance and accountability. These percentages are illustrated in Figure 5.10 below.



**Figure 5.10: Statement C4 – The leadership of the SAPS sets the tone for good governance and accountability – Total responses and percentages**

It can be concluded from the responses that accountability and good governance are practiced to a limited extent at the National Divisions and Components. The leadership of the SAPS must effectively drive the organisational culture through good governance and accountability, as these seem to be very limited and inconsistently applied.

#### **5.3.4 Section D: Organisational culture**

The interpretation of the responses to the following statements contributed towards reaching the research objective of the study, namely, to analyse the ways in which leadership influences the organisational culture at the National Divisions of the SAPS:

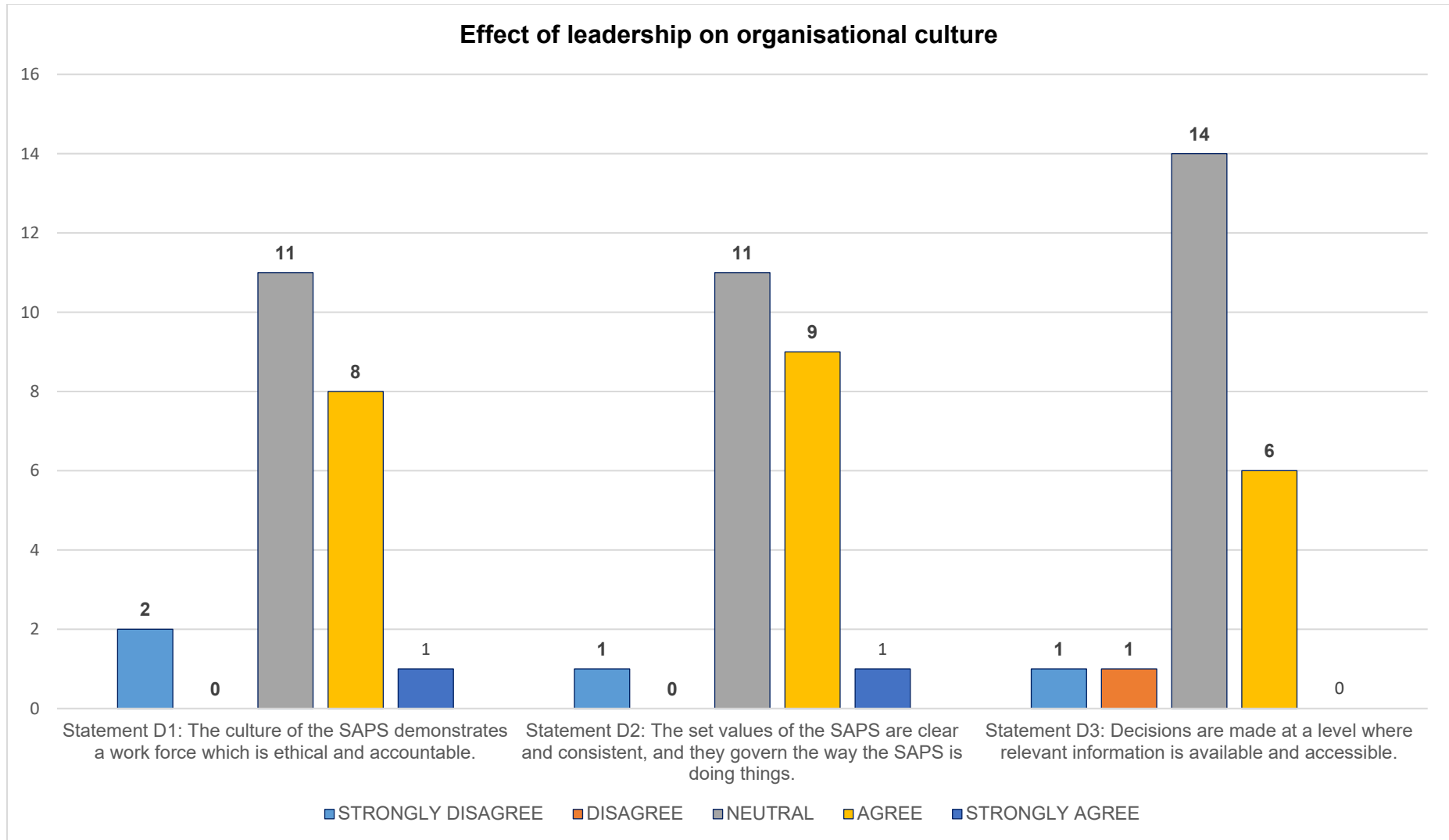
- Statement D1: The culture of the SAPS demonstrates a workforce which is ethical and accountable.
- Statement D2: The set values of the SAPS are clear and consistent, and they govern the way the SAPS is doing things.



- Statement D3: Decisions are made at a level where relevant information is available and accessible.

A total of 22 MISP Commanders in the National Divisions and Components provided the responses. The respondents were requested to indicate their level of agreement with the above three statements by selecting one of the following options: 1 = *Strongly disagree*, 2 = *Disagree*, 3 = *Neutral*, 4 = *Agree* and 5 = *Strongly agree*.

Findings relating to the statements included in Section D of the questionnaire are summarised below in Figure 5.11. Table 5.22 complements the summary of the responses in Figure 5.11. Percentages are provided for each statement.



**Figure 5.11: Section D – Effect of leadership on organisational culture – Total responses and percentages**

**Table 5.22: Section D – Effect of leadership on organisational culture – Total responses and percentages**

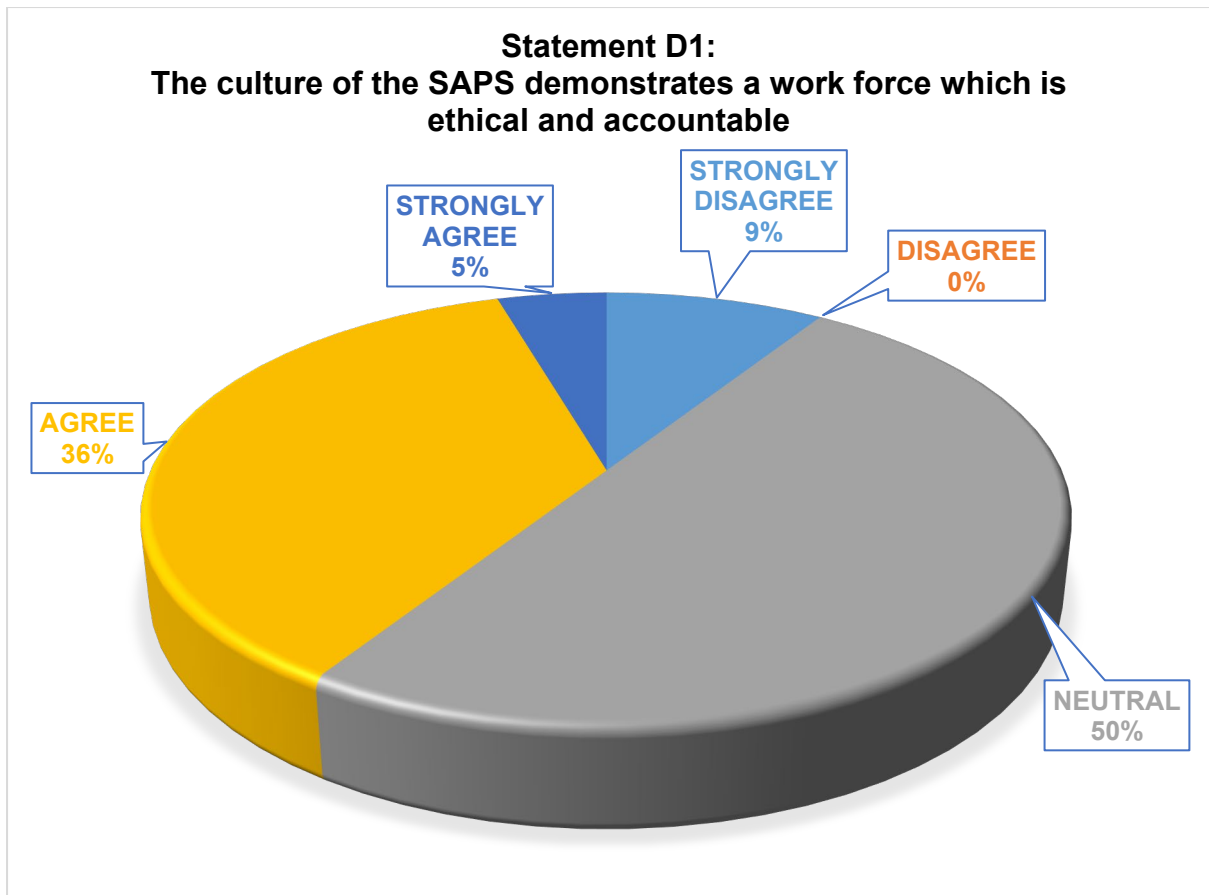
<b>NO.</b>	<b>STATEMENT</b>	<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEUTRAL</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>TOTALS</b>
<b>D1</b>	The culture of the SAPS demonstrates a workforce which is ethical and accountable.	2 (9%)	0	<b>11 (50%)</b>	8 (36%)	1 (5%)	<b>22 (100%)</b>
<b>D2</b>	The set values of the SAPS are clear and consistent, and they govern the way the SAPS is doing things.	1 (5%)	0	<b>11 (50%)</b>	9 (41%)	1 (4%)	<b>22 (100%)</b>
<b>D3</b>	Decisions are made at a level where relevant information is available and accessible.	1 (5%)	0	<b>14 (64%)</b>	6 (27%)	1 (4%)	<b>22 (100%)</b>

#### 5.3.4.1 *Ethical and accountable workforce*

In Chapter 2 (2.6 *Organisational culture*), organisational culture is defined as a system of shared meaning held by members, which distinguishes the organisation from other organisations. Organisational culture has to do with how employees feel about the organisation and is demonstrated in the manner or way the organisation is described. In bigger institutions or organisations, there could be a dominant culture, but subcultures can also form, given the large size of the company (Mercadal, 2022:49; Schubert, 2022:39). Positive values associated with organisational culture include ethical behaviour and accountability, while negative values include dishonesty, greed, ill-mannered behaviour and corruption (Mercadal, 2022:41-42). The following statement was aimed at determining whether the culture of the SAPS demonstrates a workforce that is ethical and accountable

*Statement D1: The culture of the SAPS demonstrates a workforce which is ethical and accountable.*

Table 5.22 above shows that 50% of the participants remained neutral about this statement, while 36% of the participants agreed that ethical and accountable behaviour is displayed. Of the participants, 9% strongly disagreed that the culture of the SAPS demonstrates a workforce which is ethical and accountable. There should not be days when the SAPS is seen as unethical and unaccountable as public servants. Society expects of public servants to be ethical and accountable. When the behaviour and the culture is seen to be unethical, public trust in the organisation is lost. It can therefore be concluded that the culture of the SAPS demonstrates a workforce which is not always ethical and accountable. These percentages are illustrated in Figure 5.12 below.



**Figure 5.12: Statement D1 – The culture of the SAPS demonstrates a workforce which is ethical and accountable – Total responses and percentages**

#### 5.3.4.2 *The values of the SAPS govern the way things are done*

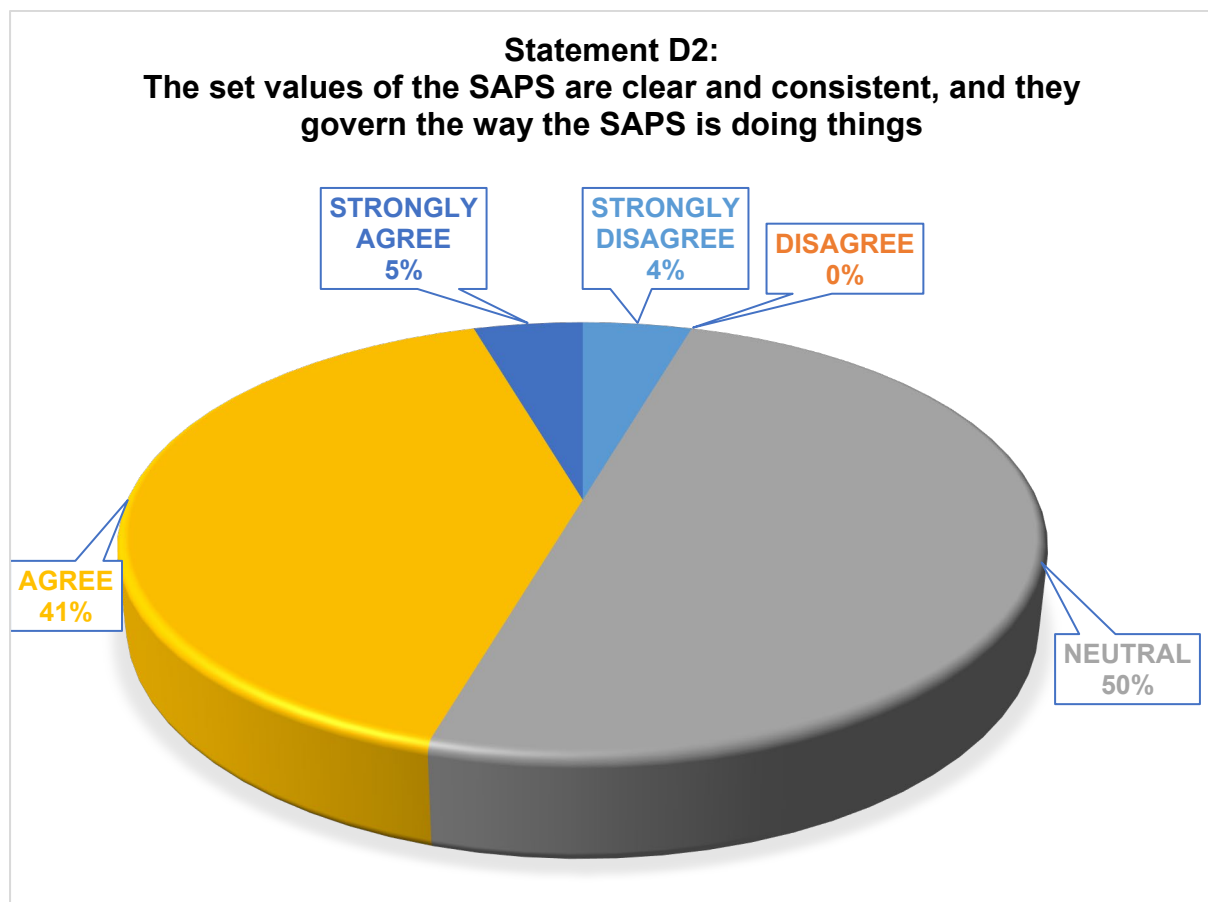
In Chapter 2 (2.6: *Organisational culture*) it is stated that organisational culture is where values reveal themselves through people’s behaviours, attitudes and decisions. Organisational culture is shape by many variables but can be defined through values that can be both positive and negative or destructive (Schubert, 2022:35-37). The aim of the following statement was to determine whether the set values of the SAPS are clear and consistent and whether they govern the way the SAPS does things:

*Statement D2: The set values of the SAPS are clear and consistent, and they govern the way the SAPS is doing things.*

The first part of the statement is on whether the values are clear and consistent – meaning that they have remained the same over time, while the second part of the

statement is on whether these values provide direction on the way things should be done.

A total of 22 responses were received, and the majority of the participants, 50%, remained neutral about the fact that the values of the SAPS are clear and consistent, and that they govern the way the SAPS is doing things. Of the participants, 45% participants agreed and strongly agreed that the set values of the SAPS are clear and consistent. These percentages are illustrated in Figure 5.13 below.



**Figure 5.13: Statement D2 – The set values of the SAPS are clear and consistent, and they govern the way the SAPS is doing things – Total responses and percentages**

Mercadal (2022:42) defined culture as shared values in a society and stated that organisational culture is about behaviour patterns, values, practices and beliefs that are accepted and practiced by the employees of the organisation. This implies that if the culture is strong, many people will do what is right, which makes it easy for an organisation’s top management to focus on driving the strategy of the organisation

and paying less attention to the negative issues that can derail their focus. Schubert (2022:36) confirmed that organisations can develop the best strategies, but if the culture within an organisation is weak, the implementation of the strategy will fail. Due to the varying responses, the interpretation was that the set values of the SAPS are clear and consistent; however they may not always govern the way the SAPS does things.

#### 5.3.4.3 *Available and accessible information at the level of decision-making*

Chapter 2 (2.2.1 *Ethical leadership*) states that employees are prepared to take risks if they are sure of and confident in their leader's knowledge, trustworthiness and integrity. Leadership is thus one of the main dimensions to affect employees' job performance and well-being. The leadership styles adopted by managers should therefore have a positive effect and be effective in improving employee performance. Leadership must also prevent harm to the reputation of the organisation and avert ethical dilemmas. Ethical leadership supports an ethical culture, and in so doing, ensures that everyone works towards achieving the organisation's vision (Marques, 2018:12).

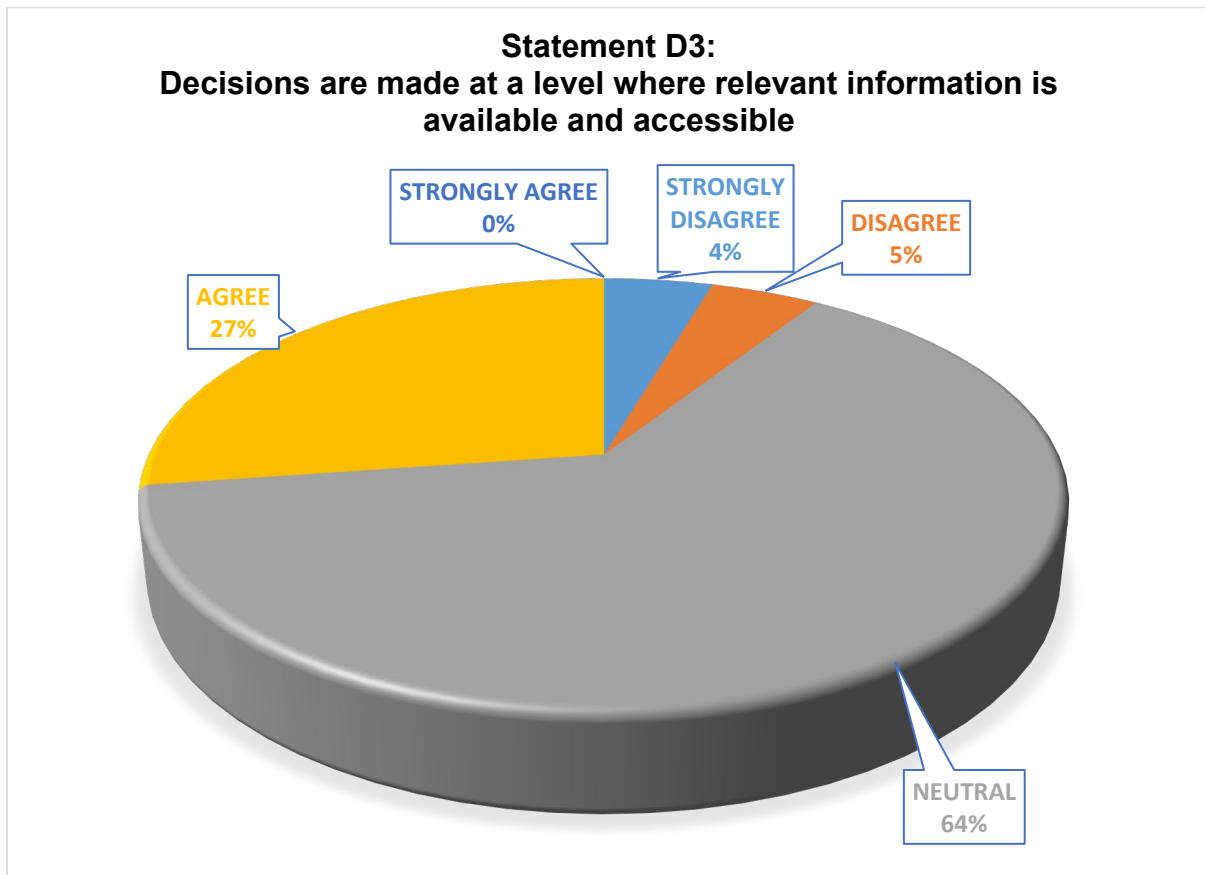
Also in Chapter 2 (2.5 *Performance management in the public sector*) is the finding that performance management is used to develop employees who are not performing at the level they should be. During performance review sessions, feedback is provided to determine areas of poor performance and development plans are put in place. It can therefore be confirmed that decisions are not always made at the appropriate level and information is not always available and accessible (Badul & Subban, 2022:120).

Against the above background, it becomes evident that leadership and management are responsible for making decisions at a level where relevant information is available and accessible. The following statement was therefore included in the questionnaire:

*Statement D3: Decisions are made at a level where relevant information is available and accessible.*

The aim of the statement was to determine whether decisions are made at a level where relevant information is available and accessible. Table 5.21 above revealed that 64% of the participants were neutral about this statement, while 27% of the

participants agreed that decisions are made at a level where relevant information is available and accessible. These percentages are illustrated in Figure 5.14 below.



**Figure 5.14: Statement D3: Decisions are made at a level where relevant information is available and accessible – Total responses and percentages**

Based on the high number of neutral responses, it was deduced that decisions might be made at a level where information is available and accessible. Leadership must open dialogue and improve performance at the National Divisions of the SAPS through open communication. Teams and followers must be allowed to ask for support and guidance as the need arises.

#### **5.4 CHAPTER SUMMARY**

The data analysis and findings presented in this chapter relate to the replies from senior management of the SAPS at the ranks of Major General and Brigadier as well as MISP Commanders at the rank of Colonel on their perceptions and experiences of the leadership styles and ways leadership influences performance management and



the organisational culture at the National Divisions of the SAPS. Chapter 6 provides conclusions and recommendations informed by the research analysis and findings.

## CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

### 6.1 INTRODUCTION

The research objectives outlined in Chapter 1 are revisited in this final chapter of the dissertation by way of conclusions and recommendations per research objective. All the conclusions and recommendations were derived from the research analysis and findings articulated in Chapter 5. The conclusions and recommendations are expressed in relation to leadership styles, the effect of leadership on performance management, and the effect of leadership on the organisational culture at the National Divisions and Components of the SAPS. The dissertation concludes with possible areas for further attention.

### 6.2 CONCLUSIONS

In this section, the conclusions per research objective are presented.

#### 6.2.1 Objective 1: To analyse the meaning of the concepts *leadership styles* and *ethical leadership* in the public sector

The meaning of the concepts *leadership styles* and *ethical leadership* in the public sector is analysed in detail in Chapter 2 (*Literature review*). The literature review commences with definitions of leadership and ethical leadership. Padilla, Hogan and Kaiser (2007:178) explained that people are leaders by virtue of them overseeing organisations. Northouse (2019:3) added that leadership is a critical element of success in public institutions. Government departments are successful when successful leaders instil an understanding of the vision to serve the public through advocated strategies and available resources. A leader who can set the right tone and consistently behaves in a manner that supports the vision, mission and goals of the organisation qualifies as an ethical leader. Qualities such as intelligence and being hardworking and knowledgeable in a specific field of work are characteristic of an ethical leader, while arrogance, dishonesty, selfish acts and rudeness mark unethical leaders (Hald, Gillespie & Reader, 2021:462).

The literature review also discusses the autocratic, laissez-faire (delegative) and transactional leadership styles. Transformational and participative (democratic) leadership styles are included in the discussion as well as the servant, ethical and African leadership styles.

With regard to the empirical data, the participants defined a leader as someone who has vision and is in a position to encourage those they lead to achieve the vision and/or priorities of the organisation.

### **6.2.2 Objective 2: To critically evaluate the leadership styles practiced at the National Divisions of the SAPS to determine the predominant leadership style**

The participants from both groups felt that the leadership in the National Divisions comprises a range of leadership styles, and that the leadership styles support the types of environments in which the leadership functions. In the Operational Division, the leadership borders on autocratic and laissez-faire, while the participants from the Support Division leaned towards a mixture of leadership styles with the laissez-faire style as the predominant leadership style. Based on the responses, it was deduced that the laissez-faire or delegative leadership style is the dominant leadership style practiced at the National Divisions and Components of the SAPS.

The participants identified several weaknesses in the leadership styles practiced at the National Divisions and Components. They were of the opinion that the leadership of their divisions is not ethical and accountable. They highlighted the following indicators of unethical leaders and a lack of accountability: (1) managers are often suspended and/or charged, but the outcomes of the hearings are kept secret; (2) areas of poor performance, which are often even in the public domain; and (3) the SAPS's inability to manage certain areas of policing point to instances of poor performance, unethical leadership, corruption, fraud, nepotism, poor decision-making, and a lack of accountability. Conflicting opinions were received on whether the participants' managers consider the moral and ethical consequences of their decisions.

Regarding the implementation of ethics policies, the participants remained neutral about the statement that their managers enforce ethics policies and behaviour consistently at all levels. The responses received indicate that management is

inconsistent in its application of ethical policies and in demonstrating ethical behaviour. Ethical standing requires not only consistency no matter how easy or how difficult a situation might be but also that a leader demonstrate this in their behaviour at all times.

The majority of the participants remained neutral about whether their managers ensure that there is widespread agreement and understanding about the goals of the organisation. Thus, despite the frequency in the planning cycle, it cannot be concluded with absolute certainty that this is done at the National Divisions of the SAPS. Then, although consequence management is a common practice at the National Divisions, it cannot be assumed with certainty that members are held accountable for the lack of performance.

### **6.2.3 Objective 3: To analyse the ways in which leadership influences performance management at the National Divisions of the SAPS**

It was concluded that the leaders and managers of the SAPS set goals that are overambitious and unrealistic. The managers from the Operational Division agreed that there is a strategic plan for the organisation (in their responses to the interview question 'Is there a clear strategy for the future that is understood and accepted by everyone in the division?'). However, they felt that there is no understanding or acceptance of the plan. So, while some participants in the study felt that the organisation has future plans, the overall envisioned goals were viewed as overambitious. Contributing factors may include low staff morale, improper resource allocation, corrupt officials, lack of proper consequence management, and a lack of leadership accountability.

The finding was that in the Operational and Support Divisions, the managers do discuss with the management team in specific terms who is responsible for achieving specific performance targets. However, there seems to be a gap in the alignment of goals across the various levels of the SAPS. Despite having a strategic plan, the majority of the participants indicated that the individual performance of employees does not support organisational performance.

It was also concluded that there are mechanisms in place to ensure accountability and that those responsible for performance targets are called to account by their manager. This is by means of accountability sessions, performance review sessions, and

internal and external audits. The participants disagreed that the clients of the SAPS trust, respect and support the work of the SAPS. This indicates that the clients, who are the public, might trust, respect and support the work of SAPS; but definitely not in an overwhelming way.

The participants disagreed with the statement that the community at large are satisfied that the police are reducing crime to the well-being and the safety of community. The responses display a negative attitude about policing efforts in the country. It was concluded that the community is not satisfied with the policing services to reduce crime, and that the well-being and safety of communities might be jeopardised. Decisive leadership is required in areas of non-performance that impact on communities. The SAPS needs to be more realistic in setting targets, and the leadership must focus on policing issues over which they have control.

#### **6.2.4 Objective 4: To analyse the ways in which leadership influences organisational culture at the National Divisions of the SAPS**

Organisational culture plays a critical role in the performance of an organisation. If the organisational culture is not driven by ethical leadership, organisations fail to achieve their vision. The qualitative and quantitative data results from participants in the National Divisions and Components confirmed that there is a relationship between the leadership styles and organisational culture. An unethical leadership style supports an unethical culture. The participants responded that the organisational culture shapes the attitude of police officers and officials towards their work by promoting compliance, but that it hinders creativity. The command and control leadership style is part of the culture of the SAPS, and, as such, determines the behaviours of its leaders, managers and members. The majority of participants felt that the culture of the SAPS makes it difficult for the organisation to adjust to internal and external changes.

The participants confirmed that mutual trust is absent. It was therefore concluded that there is no trust between employees and managers in the Operations and Support Divisions of the National Head Office of the SAPS. The participants did, however, agree that the set values of the SAPS are clear and consistent.

It is unfortunate that the participants strongly disagreed that the culture of the SAPS demonstrates a workforce which is ethical and accountable. The participants remained

neutral about the statement that decisions are made at the appropriate level where relevant information is available and accessible. Based on the high number of neutral responses, it was deduced that decisions might be made at a level where information is available and accessible. Leadership must open dialogue and improve performance at the National Divisions of the SAPS through open communication. Teams and followers must be allowed to ask for support and guidance as the need arises.

### **6.3 RECOMMENDATIONS**

The research question ‘What recommendations can be made to the SAPS to enhance ethical leadership at its National Divisions?’ is answered in this section. In doing so, the fifth objective of the study is fully achieved.

#### **6.3.1 Objective 5: To formulate recommendations to the SAPS to enhance ethical leadership at its National Divisions**

Ethical leadership must drive the culture of the organisation. Professionalising the SAPS is one of the essential responsibilities of ethical leadership (NDP, 2011:350). Even though this has been a long-term objective of government, there is no sense of urgency in the leadership of the SAPS to fully acknowledge this as a priority to achieve. A number of National Commissioners have been suspended on the grounds that they were not ethical. In the past 10 years, there have been eight National Commissioners, inclusive of Acting National Commissioners. Furthermore, none of the permanently appointed National Commissioners completed their term, as a result of issues of integrity and/or criminality. This has had a serious impact on the reputation of the SAPS and may, to some degree, have impacted on the behaviour of junior members involved in unethical behaviour and criminality. It has certainly impacted on how the public views the SAPS. Therefore, SAPS leadership must urgently review its leadership styles and approach towards policing. Decision-making is a leadership responsibility grounded on the availability and accessibility of information (SAPS, 2022(b)).

More recommendations based on the data analysis and findings are provided in the following sections.

### 6.3.1.1 *Leadership styles*

Leadership styles that ensure employees are part of the decision-making processes must be encouraged so that performance becomes a collective responsibility. When employees feel included in high level decision-making and decisions that could affect the future, they more easily buy in, make themselves available, and take ownership of their contribution to the success of the organisation. Due to the traditional style and culture of command and control within the SAPS, leadership continues to believe that they must make decisions on their own, while everyone else should just comply or follow. Not being part of decision-making might demotivate members who are hardworking and willing to go the extra mile because they feel unaccommodated or not valued.

An ethical leadership style in an organisation influences those who are employed in the organisation to follow the ways and behaviours that are displayed daily by those who lead them. The managers in the SAPS National Divisions and Components must assess their leadership styles and choose more appropriate styles of leadership that are ethical and consistent with the values of the organisation. If the leaders and managers in the SAPS do not change and adapt to more transformational and participative styles of leadership, the SAPS will not be able to fully engage communities and get their support and cooperation. This can affect law enforcement and further reduce communities' trust in the SAPS. The SAPS should also ensure that those in management positions are able to adapt to change. Leaders should therefore complete regular courses designed to assist leadership to perform in higher, more demanding positions.

In essence, a competency profile for SAPS leadership should be developed, based on research and benchmarked with international law enforcement agencies and universities. It is further recommended that the SAPS explore developing an in-house leadership course designed by a tertiary institution and presented for SAPS leadership at levels 13 to 15. This will support the development of leadership styles and critical thinking skills urgently required at the SAPS senior management level.

### *6.3.1.2 Effect of leadership on performance management*

Part of the problem with performance at the National Divisions and Components of the SAPS is that organisational performance and individual performance are not properly aligned. It is suggested that the SAPS review the targets that are set and the level of accountability to execute those targets and place them at the relevant and appropriate level to ensure that accountability rests at the level of their execution. The achievement of performance targets must be supported and managed by leadership to ensure that success is achieved, while introducing innovative ways to speed up the availability of information and how that information is made available for decision-making.

The SAPS must further review its approach to performance management. Organisational and individual performance management must be aligned in a manner that is of benefit to the organisation.

### *6.3.1.3 Effect of leadership on organisational culture*

SAPS leadership must realise and acknowledge that the SAPS has a multigenerational workforce. The traditional culture and leadership styles are not conducive to such as workforce and require a change. SAPS leaders must drive the culture of the National Divisions and Components by consistently displaying ethical actions and behaviours, so that these can be adopted by the members they lead.

Accountability and good governance are practiced to a limited extent at the National Divisions and Components. The leadership of the SAPS must effectively drive the organisational culture through good governance and accountability, as these seem to be very limited and inconsistently applied.

Regrettably, the majority of participants felt that the vision of the SAPS does not create excitement and motivation among SAPS members. SAPS management needs to create a sense of urgency by activating and creating platforms for discussions of the vision and mission statements.

The SAPS must review its planning approach to ensure inclusivity at all levels of the organisation. The SAPS Corporate Communication capability should be used to prepare the organisation, as it prepares for the planning process. The vision of the SAPS is not a National Office priority but an organisational priority. Over the years,



very little attention has been given to this process due to the decisions of those involved in the process. Planning on organisational priorities is everyone's business, and if it is not made to be so, there can be very little accountability expected by those required to implement that on which they were not consulted. The entire planning approach as well as performance management should be vertically and horizontally communicated within the organisation.

#### **6.4 SUGGESTIONS FOR FURTHER RESEARCH**

Below are possible research areas which were not covered in this study and which the researcher recommends would merit further study:

- Determine the effect of transformational leadership on subordinate job satisfaction.
- Explore servant leadership in case studies from the public sector in South Africa.
- Determine an appropriate leadership approach to improve public service delivery in South Africa.

#### **6.5 CONCLUSION**

This study was conducted in the SAPS National Divisions and Components and the findings apply to the Head Office Divisions and Components. It would be of value to the SAPS if similar research could be undertaken at other levels of the organisation. The intention of the study was to investigate the leadership styles and ethical leadership in the public sector and the ways in which leadership influences performance management and the organisational culture at the National Divisions of the SAPS. However, the research may also provide an opportunity for change in leadership styles and for those aspiring to leadership positions to acknowledge the need for change from the traditional style of leadership so that SAPS officers and officials can see the SAPS as a lifelong career.

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## APPENDIXES

### APPENDIX A: UNISA ETHICS CLEARANCE CERTIFICATE

	
<b>DEPARTMENT: PUBLIC ADMINISTRATION AND MANAGEMENT RESEARCH ETHICS REVIEW COMMITTEE</b>	
Date: 15 August 2022	<b>PAM/2022/019 (Pillay)</b> Name of applicant: SA Pillay Student#: 36788937
Dear Ms Pillay	
<b>Decision: Ethics Clearance Approval</b>	
<hr/>	
<b>Details of researcher:</b> Ms SA Pillay, student#: 36788937, email: <a href="mailto:36788937@mylife.unisa.ac.za">36788937@mylife.unisa.ac.za</a> , tel: 0825680031 <b>Supervisor:</b> C Alers, staff#: 90222237, email: <a href="mailto:alersc@unisa.ac.za">alersc@unisa.ac.za</a>	
<b>Research project</b> 'Leadership styles in national divisions of the South African Police Service' <b>Qualification:</b> MAdmin – Public Administration	
<hr/>	
Thank you for the application for <b>research ethics clearance</b> submitted to the Department: Public Administration and Management: Research Ethics Review Committee, for the above mentioned study. Ethics approval is granted. The decision will be tabled at the next College RERC meeting for notification/ratification.	
<hr/>	
<b>Full approval:</b> The application was reviewed in compliance with the <i>Unisa Policy on Research Ethics</i> and the <i>Standard Operating Procedure on Research Ethics Risk Assessment</i> .	
The proposed research may now commence with the proviso that:	
<ol style="list-style-type: none"><li>1) The researcher will ensure that the research project adheres to the values and principles expressed in the Unisa Policy on Research Ethics.</li><li>2) Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to this Ethics Review Committee.</li></ol>	
	<small>University of South Africa Pretorius Street, Muckleneuk Ridge, City of Tshwane PO Box 392 UNISA 0003 South Africa Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150 <a href="http://www.unisa.ac.za">www.unisa.ac.za</a></small>

- 3) The researcher will conduct the study according to the methods and procedures set out in the approved application.
- 4) Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
- 5) The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study, among others, the **Protection of Personal Information Act 4/2013**; **Children's Act 38/2005** and **National Health Act 61/2003**.
- 6) Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.
- 7) Field work activities **may not** continue after the expiry date of this ethics clearance, which is 15 August 2025. Submission of a completed research ethics progress report will constitute an application for renewal of the ethics clearance certificate for approval by the Research Ethics Committee.

Kind regards



**Mr ND Baloyi**

Deputy Chairperson: Research Ethics  
Review Committee  
Department of Public Administration and  
Management  
Research Ethics Review Committee  
Office tel. : 012 429-6181;  
Email : ebaloynd@unisa.ac.za



**Prof MT Mogale**

Executive Dean:  
College of Economic and Management  
Sciences  
Office tel. : 012 429-4805;  
Email : [moqal@unisa.ac.za](mailto:moqal@unisa.ac.za)

## APPENDIX B: GATEKEEPER PERMISSION REQUEST LETTER



Date: 17 June 2022

Dear Major General Vuma  
SAPS Research Component  
[ntlouar@saps.gov.za](mailto:ntlouar@saps.gov.za)

### REQUEST FOR PERMISSION TO CONDUCT RESEARCH

My name is Brigadier Sandra Ann Pillay and I am currently enrolled for a Master of Administration in Public Administration in the Department of Public Administration and Management (Student number: 36788937) at the University of South Africa.

The topic for my research study is *Leadership styles within the South African Police Service: A case of National Head Office Divisions and Components*. The leadership styles of identified Major Generals and Brigadiers and Commanders at the National level of the SAPS will be studied to determine whether they are ethical leaders considering their leadership styles. The role of ethical leadership on performance management and the organisational culture at pre-selected National Divisions of the SAPS will be studied.

I would like to request permission to conduct research within the Operational Division, Support Division and Strategic Management office at national level.

The research study will involve the following:

- Online individual interviews will be conducted with
  - Five (5) Major Generals and Brigadiers of the Operational Division at national level.
  - Five (5) Major Generals and Brigadiers of the Support Division at national level.
- All Commanders of the Strategic Management office at national level will be requested to complete a questionnaire.

The interview questions and the questionnaire have been designed to study the leadership styles at the national level of the SAPS in non-scientific language. By agreeing to grant permission for the Interviews to be conducted and the questionnaire to be disseminated, you agree that the information gathered may be used for research purposes, including dissemination through peer-reviewed publications and conference proceedings.

The interaction with the participants will provide valuable information to the SAPS. Recommendations will be made to the SAPS on the top leadership styles and its influence on performance management and organisational culture will also be made.



This study thus seeks to contribute to the existing knowledge of leadership styles and ethical leadership in public administration.

The potential benefits of the study are:

- Empowerment and understanding of the top leadership styles within the SAPS
- Clarity on influence of leadership styles on performance management and organisational culture

We would like to request the following information. Assistance with identification of the following participants. Please provide me with their names, contact details and email addresses.

- At least five (5) Major Generals and Brigadiers of the Operational Division at national level
- At least five (5) Major Generals and Brigadiers of the Support Division at national level
- All Commanders of the Strategic management office

We do not foresee that the participants or the SAPS will experience any negative consequences by participating in the study. The researcher undertakes to keep any information provided confidential, not to let it out of our possession and to report on the findings from the perspective of the participating group and not from the perspective of an individual.

Please also grant permission to the researcher to access the following confidential reports and documents:

- Performance Plans and Job Descriptions for the staff of the National Office
- Five-year Strategic Plan of the SAPS
- Annual Performance Plan of the National Office of the SAPS

The information in the documents will be used for academic purposes only and will not be made available to any unauthorised persons. The confidentiality of the persons and the contents of the documents will be respected.

The researcher will stay objectives and this measure will ensure unbiased reporting on the findings of the study. The records will be kept for five years for audit purposes where after it will be permanently destroyed. Any hard copies will be shredded and electronic versions will be permanently deleted from the hard drive of the computer. You will not be reimbursed or receive any incentives for your participation in the survey.





The research will be reviewed and approved by the Ethics Review Committee of the Department of Public Administration and Management. The primary researcher, Brigadier SA Pillay, can be contacted during office hours at [PillayS2@saps.gov.za](mailto:PillayS2@saps.gov.za) and 082 568-0031. The study leader, Dr C Alers, a Senior Lecturer at the Department of Public Administration and Management, can be contacted during office hours at [alersc@unisa.ac.za](mailto:alersc@unisa.ac.za) and 012 429-6286.

Kind Regards



**Researcher: Sandra Ann Pillay**

Brigadier

Section Head: Strategy Development and Implementation Support

Strategic Management

152 Johannes Ramokhoase Head Office, Pretoria

Email: [PillayS2@saps.gov.za](mailto:PillayS2@saps.gov.za)



## APPENDIX C: GATEKEEPER PERMISSION LETTER

SUID-AFRIKAANSE POLISIEDIENS  SOUTH AFRICAN POLICE SERVICE

**Privaatsak/Private Bag X 94**

Verwysing/Reference:	3/34/2
Navrae/Enquiries:	Lt Col (Dr) Smit AC Thenga
Telefoon/Telephone:	(012) 393 4333
Email Address:	<a href="mailto:ThengaS@saps.gov.za">ThengaS@saps.gov.za</a>

THE HEAD: RESEARCH  
SOUTH AFRICAN POLICE SERVICE  
PRETORIA  
0001

- A. The Divisional Commissioner  
**VISIBLE POLICING AND OPERATIONS**  
**CRIME INTELLIGENCE**  
**DETECTIVE SERVICE AND FORENSIC SERVICES**  
**FINANCE AND ADMINISTRATION**  
**HUMAN RESOURCE MANAGEMENT**  
**TECHNOLOGY MANAGEMENT SERVICES**  
**SUPPLY CHAIN MANAGEMENT**  
**HUMAN RESOURCE DEVELOPMENT**
- B. The Component Head  
**STRATEGIC MANAGEMENT**  
**ORGANISATIONAL DEVELOPMENT**  
**CRIME REGISTRAR**  
**PROGRAMME AND PROJECT MANAGEMENT**  
**INTERNAL AUDIT**  
**CORPORATE COMMUNICATION AND LIASISON**  
**RESEARCH**  
**RISK AND INTEGRITY**

PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE: UNIVERSITY SOUTH AFRICA: MASTERS DEGREE: LEADERSHIP STYLES WITHIN THE SOUTH AFRICAN POLICE SERVICE: A CASE OF NATIONAL HEAD OFFICE GAUTENG DIVISIONS AND COMPONENTS WITHIN THE SAPS: RESEARCHER: SA PILLAY

**PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE: UNIVERSITY SOUTH AFRICA: MASTERS DEGREE: LEADERSHIP STYLES WITHIN THE SOUTH AFRICAN POLICE SERVICE: A CASE OF NATIONAL HEAD OFFICE GAUTENG DIVISIONS AND COMPONENTS WITHIN THE SAPS: RESEARCHER: SA PILLAY**

- A-B.**
1. Regarding the abovementioned heading refers.
  2. The researcher, Ms SA Pillay, is conducting a study topic/titled ***“Leadership styles within the South African Police Service: A case of National Head Office Gauteng Divisions and Components within the SAPS”*** and requests permission to conduct research in the SAPS.
  3. The research proposal was perused by the Component: Research according to the National Instruction 4 of 2022. Therefore, this office recommends that the research study be permitted, subject to the final comments and further arrangements by the office of the Divisional Commissioners: Visible Policing and Operations, Crime Intelligence Detective and Forensic Service, Finance and Administration, Human Resource Management, Technology Management Services, Supply Chain Management, Human Resource Development and the Components Heads: Strategic Management, Organisational Development, Crime Registrar, Programme and Project Management, Internal Audit and Corporate Communication and Liaison, Research, Risk and Integrity Management,
  4. The primary objective of the study is ***“ to determine the relationships between leadership styles, organisational culture and organisational performance and subsequently to develop a conceptual framework for ethical leadership in support of organisational performance in the South African Police Service”*** Furthermore, the researcher selected to conduct a qualitative research study to collect data from participants by conducting interviews.
  5. The researcher, Ms SA Pillay, intends to collect data by approaching approximately ten (10) Brigadiers and Generals in the Operational Division (Division Visible Policing and Operations, Crime Intelligence Detective and Forensic Service; and ten (10) Brigadiers and Generals in Support Division and Components (Division Finance and Administration, Human Resource Management, Technology Management Services, Supply Chain Management, Human Resource Development and the Components Heads: Strategic Management, Organisational Development, Crime Registrar, Programme and Project Management, Internal Audit, Corporate Communications and Liaison, Component

PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE: UNIVERSITY SOUTH AFRICA: MASTERS DEGREE: LEADERSHIP STYLES WITHIN THE SOUTH AFRICAN POLICE SERVICE: A CASE OF NATIONAL HEAD OFFICE GAUTENG DIVISIONS AND COMPONENTS WITHIN THE SAPS: RESEARCHER: SA PILLAY

Research, Risk and Integrity Management) line with the proposed topic/title.

6. This office hereby requests your support on the condition that your office agrees with our recommendations and confirm the proposed official research is viable. Additionally, your office has the authority to set terms and conditions for the researcher to comply with set standards to be followed during the research study process and does not harm the SAPS' image.
7. Kind find the relevant documents of the requested application topic/titled "***Leadership styles within the South African Police Service: A case of National Head Office Gauteng Divisions and Components within the SAPS***" for your consideration:

**Annexure A:** Application to conduct research;

**Annexure B:** Signed undertaking;

**Annexure C:** Research proposal; and

**Annexure D:** Research approval from University of South Africa.

8. The research will conduct the research at his/her own expense.
- 8.1 The research will conduct the research without the disruption of the duties of the participating members of the Service. **In addition, the researcher must communicate and make prior arrangements with the respective commanders of the participating members of the study.**
- 8.2 The research, Ms SA Pillay, should bear in mind that participation in the interviews must be voluntary.
- 8.3 Information will at all times be treated as strictly confidential.
- 8.4 The researcher, Ms SA Pillay, will provide an electronic copy of the final report to the Service.
- 8.5 The research, Ms SA Pillay, will ensure that the research report complies with all conditions for the approval of research.

**PERMISSION TO CONDUCT RESEARCH IN THE SOUTH AFRICAN POLICE SERVICE: UNIVERSITY SOUTH AFRICA: MASTERS DEGREE: LEADERSHIP STYLES WITHIN THE SOUTH AFRICAN POLICE SERVICE: A CASE OF NATIONAL HEAD OFFICE GAUTENG DIVISIONS AND COMPONENTS WITHIN THE SAPS: RESEARCHER: SA PILLAY**

9. Should your office be in agreement with this research request and to facilitate smooth coordination between your office and the researcher, the following information is kindly requested to be forwarded to our office within **18 days** after receipt of this letter.
- **Signed Certificate/Letter:** Confirm the proposed research request is viable;
  - **Contact person:** Rank, Initials and Surname; and
  - **Contact details:** Telephone number and email address.
10. Your cooperation will be highly appreciated.



**MAJOR GENERAL**

**THE HEAD: RESEARCH  
DR PR VUMA**

**DATE:** 2022-09-05

**PARTICIPANT INFORMATION SHEET**

**Date:** 12 June 2022

**Title:** Leadership styles within the South African Police Service: A case of National Head Office Divisions and Components

**Dear Prospective Participant / Major Generals and Brigadiers**

My name is Sandra Ann Pillay and I am currently enrolled for a Master of Administration in Public Administration in the Department of Public Administration and Management (Student number: 36788937) at the University of South Africa. My supervisor is Dr C Alers, a Senior Lecturer at the Department of Public Administration and Management. We are inviting you to participate in a study entitled *Leadership styles within the South African Police Service: A case of National Head Office Divisions and Components*.

**WHAT IS THE PURPOSE OF THE STUDY?**

The leadership styles of identified Major Generals and Brigadiers and Commanders at the National level of the SAPS will be studied to determine whether they are ethical leaders considering their leadership styles. The role of ethical leadership on performance management and the organisational culture at pre-selected National Divisions of the SAPS will be studied.

**WHY AM I BEING INVITED TO PARTICIPATE?**

Interviews will be conducted with five (5) Major Generals and Brigadiers of the Operational Division at national level, and five (5) Major Generals and Brigadiers of the Support Division at national level of the SAPS. The participants had been identified based on their experience in policing. It is trusted that your opinions will add value to this study as you have good knowledge and exposure to top management.

**WHAT IS THE NATURE OF MY PARTICIPATION IN THIS STUDY?**

The study involves semi-structured interviews with seven questions to answered. The interviews will be conducted online on MS Teams. The expected duration for interviews would be approximately 60 minutes per participant.



**CAN I WITHDRAW FROM THIS STUDY EVEN AFTER HAVING AGREED TO PARTICIPATE?**

Participating in this study is voluntary and you are under no obligation to consent to participation. If you do decide to take part, you will be given this information sheet to keep and be asked to sign a written consent form. You are free to withdraw at any time and without giving a reason.

**WHAT ARE THE POTENTIAL BENEFITS OF TAKING PART IN THIS STUDY?**

The interaction with the participants will provide valuable information to the SAPS. Recommendations will be made to the SAPS on the top leadership styles and its influence on performance management and organisational culture will also be made. This study thus seeks to contribute to the existing knowledge of leadership styles and ethical leadership in public administration.

**ARE THERE ANY NEGATIVE CONSEQUENCES FOR ME IF I PARTICIPATE IN THE RESEARCH PROJECT?**

There is no anticipation of risk but if any adverse events are experienced, the researcher will immediately inform her supervisor and the Ethics Review Committee of the Department of Public Administration and Management. The researcher will take precautionary steps to follow the prescribed standards of doing research such as one may not harm, coerce and falsify the information.

**WILL THE INFORMATION THAT I CONVEY TO THE RESEARCHER AND MY IDENTITY BE KEPT CONFIDENTIAL?**

You have the right to insist that your name will not be recorded anywhere and that no one, apart from the researcher and identified members of the research team, will know about your involvement in this research. Your answers will be given a code number or a pseudonym and you will be referred to in this way in the data, any publications, or other research reporting methods such as conference proceedings.

A fieldworker will have access to the data and will maintain confidentiality by signing a confidentiality agreement. Your answers may be reviewed by people responsible for making sure that research is done properly, including the external coder, language editor and members of the Research Ethics Review Committee. Otherwise, records that identify you will be available only to people working on the study, unless you give permission for other people to see the records.

Your anonymous data may be used for other purposes, such as a research report, journal articles and/or conference proceedings. However, individual participants will not be identifiable in such reports. Please keep in mind that it is sometimes impossible to make an absolute guarantee of confidentiality or anonymity.



## HOW WILL THE RESEARCHER(S) PROTECT THE SECURITY OF DATA?

Hard copies of your answers will be stored by the researcher for a minimum period of five years in a locked cupboard for future research or academic purposes; electronic information will be stored on a password protected computer. Future use of the stored data will be subject to further Research Ethics Review and approval if applicable. The survey data will be permanently destroyed when it is no longer of functional value.

## WILL I RECEIVE PAYMENT OR ANY INCENTIVES FOR PARTICIPATING IN THIS STUDY?

The participants will not receive any payment or reward, financial or otherwise and the study will incur undue cost to the participants.

## HAS THE STUDY RECEIVED ETHICS APPROVAL

This study has received written approval from the Research Ethics Review Committee of the Department of Public Administration and Management, Unisa. A copy of the approval letter can be obtained from the researcher if you so wish.

## HOW WILL I BE INFORMED OF THE FINDINGS/RESULTS OF THE RESEARCH?

If you would like to be informed of the final research findings, or should you require any further information or want to contact the researcher about any aspect of this study, please contact Mrs SA Pillay during office hours at [PillayS2@saps.gov.za](mailto:PillayS2@saps.gov.za) or 082 568-0031.

Should you have concerns about the way in which the research has been conducted, you may contact the study leader, Dr C Alers at Tel: 012 429 6286 or email: [alersc@unisa.ac.za](mailto:alersc@unisa.ac.za). Contact the research ethics chairperson of the Ethics Review Committee of the Department of Public Administration and Management, Mr ND Baloyi, tel. 012-429-6181 or email address: [ebaloynd@unisa.ac.za](mailto:ebaloynd@unisa.ac.za) if you have any ethical concerns. Alternatively, you can report any serious unethical behaviour at the University's Toll Free Hotline 0800 86 96 93.

Thank you for taking time to read this information sheet and for participating in this study.

Kind regards



**Researcher: Sandra Ann Pillay**

Section Head: Strategy Development and Implementation Support





**APPENDIX E: INFORMED CONSENT FORM – TEMPLATE**

**UNISA**



**RESEARCH TITLE:  
LEADERSHIP STYLES IN NATIONAL DIVISIONS OF THE  
SOUTH AFRICAN POLICE SERVICE**

I, \_\_\_\_\_ (participant name), confirm that the person asking my consent to take part in this research has told me about the nature, procedure, potential benefits and anticipated inconvenience of participation.

I have read and had explained to me, and understood the study as explained in the information sheet.

I have had sufficient opportunity to ask questions and am prepared to participate in the study.

I understand that my participation is voluntary and that I am free to withdraw at any time without penalty.

I am aware that the findings of this study will be processed into a research report, journal publications and/or conference proceedings, but that my participation will be kept confidential unless otherwise specified.

I agree to (please select):

- the recording of the online interview on MS Teams
- to complete the online questionnaire

I have received a signed copy of the informed consent agreement.

**Participant Name and Surname:** ..... (please print)

**Participant Signature:** ..... **Date:** .....

**Researcher's Name and Surname:** Sandra Ann Pillay, Student number 36788937)

**Researcher's signature:** 

**Date:** 12 June 2022



## APPENDIX F: INTERVIEW SCHEDULE – MAJOR GENERALS AND BRIGADIERS

### INTERVIEW SCHEDULE

#### GENERAL RULES

1. This interview is based on research about leadership styles within the National Head Office Divisions and Components of the South African Police Service.
2. You have been invited to participate in this study because of your extensive experience and knowledge of policing and support in the Operational Division and/or the Support Division at national level.
3. You are kindly requested to answer the interview questions as honestly and completely as possible.
4. The interview will take a maximum of 40 minutes to complete.
5. Participation is anonymous: You are not requested to disclose your identity. Your privacy will be respected.
6. No one will be able to connect you to the answers you give.
7. The information collected from you will be treated with strict confidentiality and used for research purposes only.
8. You have the right to withdraw your participation at any time. Hence, your participation is regarded as voluntarily.
9. You will not receive any payment or reward, financial or otherwise, and the study will not incur undue costs to you.
10. The data will be stored in a locked cupboard and the data stored in a computer will be protected by the use of a password.
11. The data will be destroyed when it is no longer of functional value (after five years).
12. An electronic copy of the dissertation will be available in the library of the University of South Africa (Unisa).



## SEMI-STRUCTURED INTERVIEW QUESTIONS:

### SECTION A: LEADERSHIP STYLE

This section deals with the **leadership styles** of your workplace. Please explain in your own words your opinion about the following:

Leadership Styles
Question A.1: Please provide a definition of a leader in your own words?
Question A.2: How would you describe the leadership style of your division?
Question A.3: Do you believe that the leadership of the organisation is ethical and accountable?
Question A.3.1: Please support your answer by explaining the visible indicators of your response to the above Question A.3.
Question A.4: Does your manager consider the moral and ethical consequences of decisions that are taken?



## SECTION B: ORGANISATIONAL PERFORMANCE

This section deals with the **organisational performance** of your workplace. Please describe in your own words your opinion about the following:

<b>Organisational Performance</b>
Question B.1: Does your manager discuss with the management team in specific terms who is responsible for achieving specific performance targets?
Question B.2: How does your manager demonstrate accountability for performance of your workplace?
Question B.3: Is there an alignment of goals across levels of this organisation?
Question B.4: Is there a clear strategy for the future that is understood and accepted by everyone in the division?
Question B.5: Does individual performance of employees support the organisational performance?



## SECTION C: ORGANISATIONAL CULTURE

This section deals with the **organisational culture** of your workplace. Please describe in your own words your opinion about the following:

<b>Organisational Culture</b>
Question C.1: Does the vision of the organisation create excitement and motivation for employees?
Question C.2: Is the culture of the organisation able to adapt to changes internally and externally?
Question C.3: Does mutual trust exist between employees and management of the division?
Question C.4: How does the organisational culture shape the attitude of Police officers and officials towards their work?

Thank you for taking time to participate in this study.



**Sandra Ann Pillay**

Section Head: Strategy Development and Implementation Support

152 Johannes Ramokhoase Head Office, Pretoria

eMail: [PillayS2@saps.gov.za](mailto:PillayS2@saps.gov.za)



## APPENDIX G: QUESTIONNAIRE – COMMANDERS OF STRATEGIC MANAGEMENT OFFICE



### QUESTIONNAIRE

#### GENERAL RULES

1. This interview is based on research about leadership styles within the National Head Office Divisions and Components of the South African Police Service.
2. You have been invited to participate in this study because of your extensive experience and knowledge of policing and support in the Strategic Management office at national level.
3. You are kindly requested to answer the questions as honestly and completely as possible.
4. It will take approximately 20 minutes to complete the questionnaire.
5. Participation is anonymous: You are not requested to disclose your identity. Your privacy will be respected.
6. No one will be able to connect you to the answers you give.
7. The information collected from you will be treated with strict confidentiality and used for research purposes only.
8. You have the right to withdraw your participation at any time. Hence, your participation is regarded as voluntarily.
9. You will not receive any payment or reward, financial or otherwise, and the study will not incur undue costs to you.
10. The data will be stored in a locked cupboard and the data stored in a computer will be protected by the use of a password.
11. The data will be destroyed when it is no longer of functional value (after five years).
12. An electronic copy of the dissertation will be available in the library of the University of South Africa (Unisa).

#### Instructions:

In this questionnaire you are requested to answer the questions with regards to your personal experiences and perceptions in your Division / Component.



### Section A: Demographic Information

The following information is necessary for statistical purposes of ensuring that the targeted population was reached.

Number	Questions	Please mark (X) only in one option	
A1	What functions are you performing?	Support Division: _____	Operational Division: _____

### Section B: Leadership Styles

This section is intended to help you describe the leadership style of your Manager of the Division or Component. Please answer all questions below by using an “X” from the rating scale that best reflects your choice:

NO.	STATEMENT	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
B1	Your manager enforces that ethics policies and behaviour are applied consistently at all levels.					



NO.	STATEMENT	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
<b>B2</b>	Your manager makes certain that there is widespread agreement and understanding about the goals of the organisation.					
<b>B3</b>	Your manager holds members accountable through the application of consequence management.					
<b>COMMENT:</b>						





**Section C: Organisational Performance**

This section deals with the **organisational performance** of your workplace. Please rate the extent to which you agree with each statement. Please mark with an “X” the response that best reflects your choice:

NO.	STATEMENT	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
C1	The clients of the organisation have trust and respect, and support the work of the SAPS.					
C2	The community at large are satisfied that the police are reducing crime to the well-being and the safety of community.					
C3	The leaders of the SAPS set goals that are ambitious, but also realistic.					
C4	The leadership of the SAPS sets the tone for good governance and accountability.					
<b>COMMENT:</b>						



**Section D: Organisational Culture**

This section deals with the **organisational culture** of your workplace. Please rate the extent to which you agree with each statement. Please mark with an “X” the response that best reflects your choice:

NO.	STATEMENT	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
D1	The culture of the SAPS demonstrates a workforce which is ethical and accountable.					
D2	The set values of the SAPS are clear and consistent, and they govern the way the SAPS is doing things.					
D3	Decisions are made at a level where relevant information is available and accessible.					
<b>COMMENT:</b>						

Thank you for taking time to participate in this study.

