

Impact of leadership on business growth: case of Johannesburg Municipality

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DECLARATION

I Fortunate Sibiya, student number 28293894 hereby make a declaration that this dissertation titled 'Impact of leadership on business growth: case of Johannesburg Municipality' is my own work; all sources that I quoted and used have been referenced as an acknowledgement.

No part of or the entire dissertation has been submitted previously for an examination or a degree at any institution or university.

I also did obtain ethical approval for this study at the North West University.

Signed

Date: 23 November 2018

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ABSTRACT

Leadership can be view as a social influence in which a ward councillor seeks voluntary participation of communities and businesses to achieve regional objectives. Leadership styles applied by any organisation play a significant role in improving the services and business growth in local municipalities.

The purpose of this research was to examine the impact of leadership on business growth: case of Johannesburg Municipality. Transformational and transactional leadership style were adopted, and the level of service delivery was assessed. Economic growth is based on the decisions made at a higher political level, then reinforced at the local municipalities.

A questionnaire with a four-point Likert scale was used to collect data on transformational leadership, transactional leadership styles and service delivery from 120 participants at the local municipalities (Soweto, Sandton and Midrand).

The results showed that transformational leadership was the most favourable leadership style compared to transactional leadership. The results indicated that participants were satisfied with service delivery with Soweto ranked the highest, followed by Sandton and then Midrand.

Finally the results indicated that there is a strong relationship between service delivery and transformational leadership. Service delivery had a positive correlation with transformational leadership but negative correlation with transactional leadership.

The research results are significant for political leadership within the local municipalities for the enhancement of business growth. This study comes to the end with limitations, a brief conclusion and recommendations.

KEYWORDS: Transformational leadership, transactional leadership, service delivery, business growth.

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LIST OF ABBREVIATIONS

ABBREVIATION	MEANING
BCI	Business Confidence Index
BUF	Buffalo City
CoC	City of Cape Town
COJ	City of Johannesburg
COT	City of Tshwane
DF	Degree of Freedom
EC	Eastern Cape
EKU	Ekurhuleni
ETH	eThekweni
F	Factor
FS	Free State
GP	Gauteng Province
GVA	Gross value added
HSRC	Human Science Research Council
KMO	Kaiser- Meyer-Olkin measure of sampling adequacy
KZN	KwaZulu- Natal
LP	Limpopo Province
MAN	Mangaung
MBE	Management-by-exception
Metro	Metropolitan municipality
MP	Mpumalanga Province
N	Number
NC	Northern Cape
NDP	National Development Plan
NMA	Nelson Mandela Bay Municipality
NW	North West
NWU	North West University
REX	Regional Explorer
SACCI	South African Chamber of Commerce and Industry
SD	Standard deviation

SIG	Significance level
SPSS	Statistical Package for Social Sciences
STATS	Statistics South Africa
T	Time
WC	Western Cape

CHAPTER 1

THE NATURE AND SCOPE OF THE STUDY

1.1 INTRODUCTION

Leadership in all aspects plays a vital role in different environments or situations. The success of every business or economy is based on their leadership. According to Deinert *et al.* (2015), the role of businesses in society is an essential aspect of leadership and not in conflict with profitability and economic growth. Leadership has become a critical issue of modern society; this is because most governments around the world are confronted with ethical degeneration and lousy governance amongst other challenges (Rambe & Ndofirepi, 2017). According to Bailey (2018) political leaders are vitally important to the economy because, through their authority of governance, they can assess the distribution of power and resources, while they build relationships with stakeholders and make decisions that will have a significant impact on the wellbeing of the nation.

The state that is governed by personal dictatorship the consequence of the character, personality and life experiences of the leader is self-evident (Buzo, 2018). It has been argued by Afegbua and Adejuwon (2012) that some of Africa's failures have been the result of frequent leadership change, ideology, policy reversal, weak institutional pattern, ineffective system of governance, limited leadership experience, bad policies, ethics and eroded professional standards. Most people have agreed that there was nothing wrong with our climate, our environment and our precious endowments in natural resources, the challenge is those in politically powerful positions, and this has affected our growth in all business sectors (Horning, 2018). It was further argued that most of a country's success depends on the effectiveness of its leaders (Northouse, 2018). The acquiring of leadership positions to attain radical social change could endanger democracy Mainwaring (2018:6)

Political leadership needs to develop strategies that will win a broad agreement to implement and to make sacrifices for a better future as especially in business growth (Mitchell, 2018). A plan of business growth must include the empowerment of people in the production factors, and this cannot be used when there is political interference Fine (2018:4). To attain a favourable business growth, there must be an improvement in productivity, efficiency of investments and proper governance on the overall

economy, all of these will depend on the domestic conditions in the political environment as well as the global climate (Patterson *et al.*, 2018). However, South Africa will have to pursue reforms, eliminate distortion and imbalances in the economy as especially on business growth (Adekunle *et al.*, 2013).

Failure to grow business remains a key challenge. It is unlikely that a single strategy such as improving access to finance, regulating capital flows or deregulating the labour market will unlock the path to business growth Forrest *et al.* (2018). South African business growth looks weak, and it is faced with competitive pressure and constraints (Rodrik, 2008). The National Development plan was established, and it states that "leadership, unity and cohesion are difficult in our still- divided society" Burg (2014).

An overview of the history of research also reveals that many studies have already been conducted that assess the impact of leadership (Ramraj & Amolo, 2018:37), and these studies were conducted outside South Africa, and those focusing on municipalities inside South Africa were difficult to find. Leadership styles that this study focused on are transformational leadership and transactional leadership in the context of political leadership within Johannesburg local municipalities, Sandton, Johannesburg and Soweto. The purpose of this study, therefore, was to investigate the type of leadership adopted in local districts (between transformational and transactional leadership in the context of political leadership) and further to assess the influence of the leadership passed on service delivery, governance and business growth in the selected local municipalities.

1.2 PROBLEM STATEMENT

Political leadership in South Africa has a significant impact on business growth which could have an adverse effect. There seem to be confusion about the role of leaders, who are no longer interested in serving the public but their interest Berry (2015:218). Some political leaders are no longer interested in the growth of the economy but are interested in their self-enrichment and the enrichment of their friends and families. According to Haggard and Kaufman (2018:140), the instability of political environment has caused international investors to shy away from investing in South Africa due to uncertainty of leadership in the political sphere which has created unemployment, high inflation rates, fluctuations in interest rates, slow economic growth (impact on GDP), inadequate tender systems, inequality, fraud, corruption, increase in criminal activities,

businesses shutting down, tax rate, illegal immigrants, tax haven for criminals. Kerzner & Kerzener (2017) further argue that individuals are uncertain on opening their businesses because of improper government planning, ageing infrastructure and lack of critical skills development.

The political instability is regarded by economists as a severe disorder which is harmful to the economy (Borner *et al.*, 2016). Lack of service delivery and improper governance has caused some businesses to close down. According to (Koelble & Siddle, 2014) a lack of economic resources in fulfilling democracy's promises in South African has motivated the externalisation and downward rescaling of functions and normality in the democratic state. In an increasingly litigious environment, it will be imprudent to ignore the impact that Political leaders have on business growth (Plotch, 2018).

The notion of Political leaders' actions and conduct has led to undependable and unpredictable economic growth with evidence suggesting that it is an unpredictable country to invest in (Zega *et al.*, 2017). Some of the business growth failures could have been linked to economic activities through political interventions, although research has been conducted on political leaders (Fine, 2018). There is little research that has been done to evaluate the impact of leadership on business growth. Out of the above theory and background, the following problem statement could be derived; the orientation of leadership towards business growth in the Johannesburg Municipality.

1.3 LITERATURE REVIEW

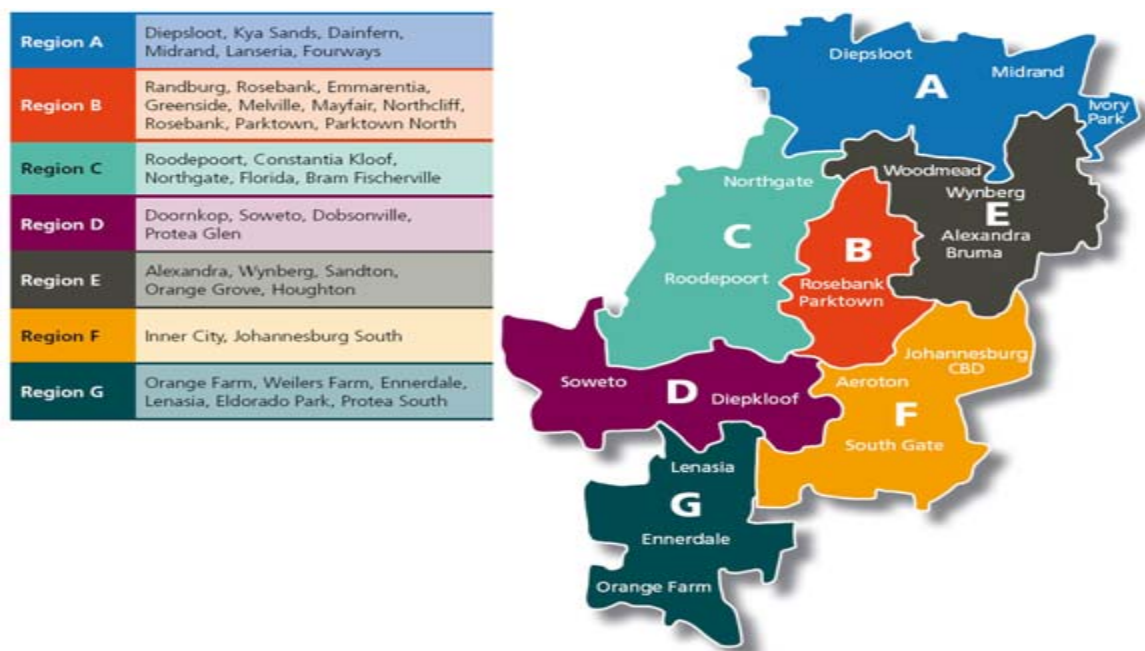
1.3.1 City of Johannesburg (COJ)

Johannesburg is a young vibrant city with an incredible history and legacy. Settlement in Johannesburg began in 1886 when gold was discovered in the Witwatersrand by George Harrison. The government of Transvaal established a city on site in the space of three years. Growth in the manufacturing in the 1930s and 1940s brought an influx of people. The state of the economy in the Johannesburg Municipality is one of the key contributors in South Africa and Gauteng's economic growth which is relatively superior to both nationally and provincially (Karuaihe, 2015). For the study, the focus was on three regions within the Johannesburg municipality.

Table 1.1 Regions within the Johannesburg municipality

Region	Location
A	Midrand
E	Sandton
D	Soweto

Figure 1.1 Map of all regions in Gauteng



Source: Pikitup (2018)

The municipal manager of the City of Johannesburg Metropolitan Municipality regarding section 13(a) Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), recognises the objective of its existence regarding the constitution which are;

- To promote social and economic development
- To develop a safe and healthy environment; and
- Promote municipal planning, trading regulations, licensing and control of undertakings that sell food to the public, markets, public spaces, municipal roads and trading.

The City, therefore, had adopted a developmental approach to enable access to job and entrepreneurial opportunities with formal and informal trading, to harmonise the relationship between formal and informal trading.

The City of Johannesburg metropolitan municipality has committed itself:

- To grow the economy and creating jobs.
- Enhancing resident's quality life by improving services.
- Advancing pro-poor development that provides meaningful redress.
- Building safe, secure, and caring communities.
- Institute a responsive, honest and productive government.

According to Global insight Rex Data figure 1.2 shows growth rates from the year 1997 to the year 2012 and growth rate projection from the year 2013 to the year 2016.

Figure 1.2: Average growth rates for City Regions

Year	Region A (Midrand /Diepsloot)	Region B (Randburg /Rosebank)	Region C (Roode- poort)	Region D (Soweto)	Region E (Sandton /Alexandra)	Region F (Inner City /Southern Joburg)	Region G (Deep South /Ennerdale /Orange Farm)
1997 - 1999	8.9%	5.5%	7.5%	0.0%	6.1%	3.0%	1.2%
2000 - 2007	5.9%	4.9%	5.7%	4.3%	5.3%	3.4%	4.3%
2008 - 2012	3.0%	2.7%	3.3%	2.7%	2.8%	1.9%	4.8%
2013 - 2016*	4.6%	4.1%	4.5%	3.7%	4.2%	3.5%	3.7%

Source: Global insight Rex Data (2013)

At regional level regions' growth rate (1997-1999) and growth projection (2013-2016) respectively, region A (Midrand) 8.9% and 4.6 % and region E (Sandton) 5.5% and 4.1% and region D (Soweto) 0.0% and 3.7%. The cost of living, according to World Bank in 2013, South Africa is ranked 154 out of 209 cities surveyed, the cost of doing business was ranked 39Th out of 185 countries. In the BRICS countries, South Africa is ranked 2nd after China. These findings show that South Africa presents excellent opportunities for doing business, which the Johannesburg Municipality should capitalise on.

1.3.2 Service delivery

Historically in past years according Tietenberg and Lewis (2016), a number of our people have lived lives of service in South Africa, political leaders back then had asked each community to work out a plan for itself, and then helped to support that plan. The success of civil society organisations lied in mobilising and Tietenberg and Lewis (2016) argues that this enabled a leader to interact with the community, as it becomes impossible to meet every need if you are not involved. Community and political leaders were inter-connected; their relationship of working together was established, it made it possible to work more quickly and efficiently. It was always important to know which excellent service was rendered (Berkman *et al.*, 2014). Currently, now it is no longer enough to be only a good service provider (Drucker, 2014). Therefore a systemic change cannot be achieved through service delivery alone; but add other support structures in order to access more resources, influence legislation, and change the nature of relationships with government and communities and revise what is possible to do now and be willing to undertake it step by step (Otto *et al.*, 2013).

1.3.3 Business growth

In South Africa, political leadership is in crisis according to Clark and Worger (2016). The state of South Africa is facing a defining moment both economically and politically (Claar, 2018). Former and current Mayors Parks Tau and Herman Mashaba were (is) leading the continent's economic hub, the decisions that were (are) made could have been positive or negative towards the economy (Rogerson, 2018).

Economic freedom and ethnic homogeneity are beneficial to economic growth; democracy may have a little adverse effect (Stockemer *et al.*, 2013). It was found that there is a higher degree of political leadership which is associated with the lower growth rate of gross domestic products and this adversely affects business growth by slowing productivity and physically to a smaller degree human capital accumulation (Asongu & Nwachukwu, 2016). An analysis (Veltmeyer *et al.*, 2016) stated further that political leadership's instability reduces economic growth statistically and economically, a quantitative method was conducted to determine the critical transmissions channels to political leadership instability to economic growth (Veltmeyer *et al.*, 2016). Results suggested that government in politically fragmented countries with high political instability must address the causes and mitigate its effects

on the design and implementation of policies, only countries with sound economic systems engender higher economic growth (Aisen & Veiga, 2013).

The study focused on leadership styles; transformational and transactional leadership in conjunction with other leadership theories and level of service delivery in our local municipalities. Business growth in our local districts depend on the proper services provided by the municipality, any disruptions of any of the services will have a negative impact on the profitability. Political leadership decisions, policies, actions and their availability to the community should provide ways of providing a better service to increases business growth. Ward councillors that are involved in community activities tend to improve the functioning of all facilities in their municipalities and enhance business growth. Out of the above theory, the following problem could be derived namely what is the impact of leadership on business growth: case of Johannesburg municipality.

1.3.4 Leadership styles: Transformational and Transactional leadership

Transformational leadership

Transformational leadership is a style of leadership that stimulates and transforms followers to achieve other ordinary outcomes, arouse, excite, awareness of issues by helping them to look at problems in a new way and achieve group goals (Odumeru & Ogbonna, 2013). Hyman-Shurland (2016) urges that this leadership theory creates a positive change in followers by taking care of each other's interests and acts in the benefit of the group. Yukl *et al.* (2013) concluded that transformational leadership could be linked to servant leadership, which allows continuation of growth, development and self-sufficiency of the follower while providing a safeguard to accomplish organisation goals, but ensuring that the leader does not lose sight of the follower's significance.

Transactional Leadership

Transactional leadership focuses on the exchange that occurs between leaders and their followers (Northouse, 2018:7), and which helps followers to fulfil their self-interest (Bass, 1999). Transactional leaders simplify followers' responsibilities, their performance goals and their tasks that must be completed (Ejere & Ugochukwu, 2013). Odumeru and Ogbonna (2013) stated that this type of leadership deals with sustaining

the current situation and motivating people through a contractual agreement. An empirical study claims that several researchers have found that leaders who exhibit transactional leadership behaviours when maintaining an organisation are likely to be more trusted among followers (Xenikou, 2017). Rodrigues and Ferreira (2015) further urged that transactional leadership can be linked to servant attributes such as empower, provide foresight, trust, vision, integrity, be committed to the follower's growth and have awareness etc.

The study, therefore, assesses the influence of both leadership styles, transformational and transaction, on service delivery that is a critical driver of business growth in the selected local municipalities.

1.3.5 Applicable model for the study

Based on the literature survey conducted relating to the topic, the following research framework was developed for the study:

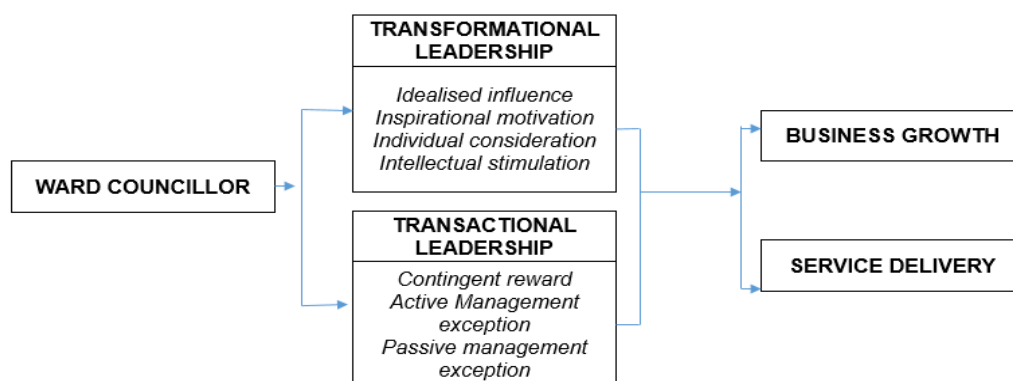


Figure 1.3: *The model was developed linking ward councillors to transformational leadership and transactional leadership with business growth and service delivery.*

1.4 RESEARCH QUESTIONS

This research study was conducted in order to the understand a relationship between transformational and transactional leadership style towards business growth and also to determine leadership style that is most common in the Sandton, Soweto and

Midrand local municipalities. The main research questions for this study therefore were:

RQ₁: What is the orientation of leaders on business growth in Johannesburg Municipality?

RQ₂: Will a transactional leadership style be adopted by leaders?

RQ₃: Will a transformational, leadership styles be adopted by leaders?

RQ₄: What is the perception of the community regarding political influences in service delivery?

1.5 RESEARCH OBJECTIVES

1.5.1 General objectives

The general objective of the research was to assess the impact of transactional and transformational leadership styles on business growth on their respective municipalities compared to each other within the Johannesburg Municipality.

1.5.2 Specific objectives

The specific objectives of this research were:

- To determine the leadership styles, transformational or transactional, that leaders have adopted in their respective municipalities.
- To determine whether the transformational or transactional style has a significant positive relationship with business growth.
- To determine what the political perception of the community influences service delivery is.

1.5.3 Scope of the study

The scope of this study was extended to ward councillors and managers or business owners in the targeted Johannesburg municipalities.

1.5.4 Contribution to the organisation

The findings of this study may enable political leaders to implement ways that will improve decision-making and to have a better understanding of the impact that they have on the businesses if individual decisions are not taken into serious consideration.

It will also assist in analysing ways to improve gaps or dialogue that could be missing between political leaders and the business sector.

1.5.5 Contribution to the individual

The study might assist individual leaders in their respective wards to acknowledge that they are serving a nation; the state of the municipality and the efficiency of it dependent on them. When there is business growth, there will be an increase in municipality revenue, but improper conduct and governance will force businesses to reallocate resources towards that offer effective and efficient services.

1.5.6 Contribution to politics and businesses

There seems to be an interlinked relationship between politics and business growth, as decisions that are made at a political level have a great impact on the economy and this, in turn, could affect businesses positively or negatively. This study will provide ways of improving confidence in our future leaders, to find techniques that will separate the link between business growth and political uncertainty in the economy.

1.6 RESEARCH HYPOTHESIS

H1: A Transformational and transactional leadership style is adopted by leaders in the selected Johannesburg municipalities.

H2: A Transformational and transactional leadership style has a positive relationship to service delivery in the selected Johannesburg municipalities.

H3: A Transformational and transactional leadership style has a positive impact on business growth.

1.7 RESEARCH DESIGN

1.7.1 Research approach

A quantitative research approach was followed in this study, which aimed at determining a relationship between an independent variable and a dependent or outcome variable in a population. Quantitative research designs are either descriptive (subjects usually measured once) or experimental (subjects measured before and after treatment) (Cohen *et al.*, 2014). A descriptive study establishes only associations between variables (Creswell & Creswell, 2017). An experiment establishes causality.

For an accurate estimate of the relationship between variables, the descriptive study consisted of a sample of 150 participants. The evaluation of the relationship is less likely to be biased if you have a high participation rate in a sample selected randomly from a population. In all studies, subject characteristics can affect the relationship you are investigating. Limit their effect either by using a less heterogeneous sample of subjects or preferably by measuring the characteristics and including them in the analysis (Palinkas *et al.*, 2015). A cross-sectional survey was conducted to collect data from the different shafts that will be used to answer the research questions. The data was obtained using questionnaires, and the reason for using a cross-sectional survey is because it takes less time, it is less expensive, and the different variables can be assessed (Nardi, 2018).

1.7.2 Research method

1.7.2.1 Literature review

The literature review focused on gathering information about the keywords in connection with the Johannesburg Municipality. The keywords were: transformational leadership, transactional leadership, growth, politics and service delivery. A thorough literature review was conducted making use of different resources. These sources used included information was obtained from the City of Johannesburg, relevant textbooks, scientific and accredited articles available on the internet and other library resources such as databases. Databases used included EBSCOhost, Google Scholar, ScienceDirect, Juta, Sabinet Reference, LexisNexis, Scopus, JSTOR, South African Politics trends, South African Business Continuity, South African Chamber of Commerce, South African Reserve bank, South African Statistics and SA ePublications.

1.7.2.2 Research participants

Etikan *et al.* (2016) define a sample as a set of respondents selected from a large population for research. Sampling consisted of the estimated number of 150 respondents at the time the research. Questionnaires were distributed to 150 participants.

Table 1.2: Profile of respondents

Participants	Sandton	Midrand	Soweto	Total
Ward Councillors	20	15	20	55
Managers(business owners)	30	30	35	95

1.7.2.3 Measuring instruments

The measuring instrument included a data collection technique that consisted of a series of questionnaires developed in conjunction with the statistical department of the Potchefstroom Campus of the NWU and other prompts for the gathering of information from respondents and it is also less intrusive, cost-effective and reduces bias (Galton, 2013). Questionnaires were compiled by using Likert scales. Bertram (2015) states that Likert scales are a non-comparative scaling technique, and are unidimensional (only measure one trait) in nature. Respondents were asked to indicate their level of agreement with a statement using ratings on a scale. Variation of the range was a four-point scale that provides the possibility of 'strongly agree' to 'strongly disagree' and 'to very great extent' to 'almost no extent'. Questionnaires were not self-administered.

1.7.3 Statistical analysis

Statistical analysis was conducted using two software programmes: SPSS programme and PHStat2. These statistical tools that were used to summarise and analyse data provided by respondents and to formulate general statements, recommendations and conclusions about the selected Johannesburg wards about the topic under study. The analysis involved computation of statistical information including, but not limited to, means, variances, standard deviations, skewness, ranges, Cronbach alpha coefficients and correlation coefficients. These statistical techniques were used to answer the research questions.

1.7.4 Ethical considerations

Research ethics were also taken into consideration to ensure that the data collection process was undertaken ethically and fairly. It was also considered that a research

proposal was submitted to the North-West University's Ethics Committee for verification of ethical compliance. The research included, but not limited to, the following considerations:

- The research was carried out with honesty and integrity.
- The participation of respondents was voluntary, and the information provided was treated with confidentiality.
- The participants had a right to terminate their participation at any time during the process.
- Participation in the study was without any harm to the participants.
- Respondents were asked for participation without raising any unrealistic expectations.
- The study was carried out without any use of deception or covert methods.

1.8 CHAPTER DIVISION

The section below illustrates the outline of the mini-dissertation

Chapter 1: Nature and scope of the study

- Introduction
- Problem statement
- Objectives of the study
- The scope of the study
- Research methodology

Chapter 2:

- Introduction
 - o Overview of the organisation
 - o Casual factors of the study
- Literature survey
 - o Leadership and leadership styles
 - o Transformational leadership
 - o Transactional leadership
 - o The views on politics in the municipality

- o Leadership roles of Ward Councillors
- o Political influences on business growth and service delivery
- o Applicable model for the study
- o Summary

Chapter 3: Empirical study

Chapter 4: Data analysis

Chapter 5: Summary of findings, conclusions and recommendations

CHAPTER 2

OVERVIEW OF ON LEADERSHIP THEORIES, SERVICES DELIVERY AND BUSINESS GROWTH

2.1 INTRODUCTION

Chapter 1 introduced the concept of leadership and leadership styles (transformational and transactional). It also presented a level of satisfaction on service delivery and business growth at local municipality level. The problem statement, research methods and research objectives were also discussed. The previous chapter outlined the need for political leaders to adopt a leadership style that will create a high level of service delivery satisfaction and business growth. Chapter 2 will review in depth all variables for the study: transformational and transactional leadership, service delivery and business growth. The chapter will further discuss results from previous studies on the relationship between transformational and transactional leadership styles, service delivery and business growth.

2.2 LEADERSHIP AND LEADERSHIP STYLES

Leadership has grown in the past era; malicious leadership has received significantly less attention than its counterpart, where the focus is now more on the positive traits and behaviours of leaders (Furnham, 2016). The effectiveness of leadership is crucial for survival and growth of any organisation. Louw *et al.* (2017) stated that African countries are currently characterised by poor performance, and these competencies have denoted the expertise, knowledge, belief, value motives, personal behaviour that distinguishes a leader's ability to accomplish expected goals and objectives. Antonakis and Day (2017) suggest that leadership matters, especially on who determines to the large extent what will happen in any environment or situation, it is ultimately leader's responsibility for what will happen in an organisation that they lead. Leadership applies to all business sectors. Laureani and Antony (2017) have identified the fact that leadership is a critical success factor for the lean six sigma deployment in an organisation, and it is characterised by communication, inspiration, visibility, consistency, target and the ability to lead by example in the service sector.

According to Wenner and Campbell (2017) leaders should be teachers, be prepared to have a significant influence on policy/ decision making beyond the scope of their work. Therefore, this can be influenced by the leader's authentic life-story approach. It has been further urged that authentic leadership relies heavily on the concept of self-relevant meanings that are attached to life experiences, and these are captured in the leader's life story (Shamir & Eilam-Shamir, 2018).

If leadership is about providing direction, creating strength and distributing that power, the involuntarily advantaged leader is far more likely to be limited in vision about the course and absorbing of what potential exists and capable of spreading it only to those who are most like him (Hubball *et al.*, 2017). Good leadership involves creative and implementable decisions in which a group, or community, define a task and works to achieve it (Cannatelli *et al.*, 2017). Therefore political leadership exercised without consciousness or concern for the inconsistencies of power merely oppresses (Arendt, 2017).

Leadership should not be confused with position, even though most often leaders occupy positions of authority (MacDonald, 2018). Reframing is vital for leadership as it distinguishes the differences between leaders who succeed at driving relationships and innovation versus those who fail in their ability to grasp difficulty (Jaiswal & Dhar, 2015). Bentley *et al.* (17) have argued that leadership that is innovative in giving permissions and access to the system of governance have a better understanding of the influence of innovation in the economy, but most of the countries still articulate controlling mechanisms at the national network of management which shapes the autonomy of leadership in the local and regional level.

According to Northouse (2018) leadership theories have argued that leaders' qualities, skills and traits differ per individual. Below, the differentials of leaders are identified:

Table 2.1: Leadership theories

Theory/school of thought	Arguments	References
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Great man	States that individuals are born with leadership traits that make them natural leaders.	(Harrison, 2018)
Trait	Assumes that individuals inherit some traits and qualities that make them suitable for leadership.	(Harrison, 2018)
Contingency	Argues that a leadership style might be determined by the environment in a particular situation.	(Villoria, 2016)
Behavioural	Is of the opinion that leaders are not born, but made; therefore, people can learn through teachings to become leaders.	(Northouse, 2018)
Participative	Suggests that leaders should be encouragers, receive contributions from group members and help members feel relevant in the decision-making process.	(Northouse, 2018)
Management /transactional	Focuses on the role of supervision using system rewards and punishment, depending on the success or failures of personnel.	(Odumeru & Ogbonna, 2013)
Relationship/ transformational	States that leaders are motivators and inspire people by assisting them to see the importance of reaching higher goals in a task.	(Odumeru & Ogbonna, 2013)

Anderson and Sun (2017) further identified other leadership theories styles;

- Ideological and pragmatic leadership styles are alternative leadership styles to support transformational/ charismatic leadership, as both leadership styles focus on the vision. Transformational leadership is future-oriented and stresses

more on social needs, and it requires a change to bring about the desired future, whereas with ideological leadership is focused on personal values and standards that need to be maintained;

- Authentic leadership styles involve people into relying on internal values and standards as blindly complying with the external demands and pressures and it also consists of the alignment of leaders' inner standards that empower followers to create authentic relationships Northouse (2018) further described authentic leadership as personal experiences that someone has such as thoughts, emotions, needs, wills, preferences or beliefs that an individual possess in order to know themselves best.
- Ethical leadership focuses on the moral requirements and behaviours that are suggested to be acceptable, interpersonal relationships that influence followers through two-way communication and reinforces decision making.
- Spiritual leadership focuses on the leader's attitude, behaviours and values that create a religious environment that helps followers to flourish.

It was further urged that future leaders should adopt new ways of seeing, interacting with and thinking of innovative sustainable solutions (Waite, 2014). Shamir and Eilam-Shamir (2018) explained that an authentic leadership approach puts emphasis on building a legacy and these are some of the qualities of the leaders, namely; self-awareness, self-knowledge, self-concordance and self-clarity. Leadership has been part of the human experience; people form groups in order to survive in the environment, these leaders possess characteristics that benefit the group and help perform specific tasks (Barreto & Hogg, 2018). According to Eklund *et al.* (2017) gender and leadership in the twenty century have changed, now society has come to appreciate women in leadership. There are also limitations on leadership theories, the way of doing things from the older generation to the method of doing things of the younger generation is different. According to Anderson *et al.* (2017) both the older and the younger generation hold different views of leadership, as the younger generation is innovative, and the older generation may still want to hold on to the way they are used to doing things, and this may, in turn, cause salient and pose unique challenges in the organisation.

An excellent democratic leader must have some particular attributes, according to Giltinane (2013) - an effective democratic leader must have the ability to identify and

solve social and political problems efficiently using democratic means as well as the ability to allocate resources such as money, in particular, and some long-term leadership decision-making skill. Saraswathi *et al.* (2017) explained that leaders must adequately recognise the importance of each in accomplishing task that has been assigned to the group, further identified characteristics of an effective leader namely; sociability, intelligence, self-confidence, adaptability, responsibility, dependability, initiative, creativity, co-operation, scholarship, risk-taking and verbal clarity.

The public leadership, within context of politics, refers to a way in which leadership is exercised with the specific goal of delivering public value, with distinctive elements of paying attention to rhetorical, mediation, relational skills, negotiation and other general capabilities (Kenny & Pearce, 2014). According to Ward (2017) leadership is defined as the ability to motivate a group of people to achieve a common goal. This can be done through the sharing of goals, a delegation of authority, action committees, actions that improve decisions and facilitate change, achieving a high level of success, and the ability to identify with the leader (Beşliu, 2017). Marcella (2017) further explained that leaders occupy a significant position that influences the actions of other people to achieve the desired outcome for the direction of their organisation. As discussed in section 1.3.4 above, transformational and transactional leadership styles were the two styles selected for the study, since they are known to follow opposite leadership methods and have different influences on service delivery and business growth. Both leadership styles are discussed in detail in section 2.2.1 and 2.2.2 below.

2.2.1 Transformational leadership theory

The success of businesses nowadays depends on the leader's ability to adapt to the changing market environment by introducing a flexible, innovative and transformational style of leadership (Sözbilir & Yeşil, 2017). Researchers considered transformational leadership as a critical facilitator of organisational change. Transformational leadership plays a vital role in developing, nourishing, mobilising and motivating individuals towards achieving the mission and vision of the organisation (Jaiswal & Dhar, 2015).

According to Triwahyuni *et al.* (2014) it was believed that transformational leadership creates an atmosphere conducive for the development of innovation and creativity that yields more significant results in an organisation that encounter renewal and

transformational needs. Transformational leadership motivates individuals to perform beyond usual standards and achieve extraordinary results (Qu *et al.*, 2015). Avolio and Yammarino (2013) stated that transformational leadership is characterised by transforming individuals and organisations in their needs, goals, standards and ethics. Transformational leadership also focuses on inspirational communication, supportive leadership, vision, intellectual stimulation and personal recognition (Rafferty & Griffin, 2004). It also provides a sense of fairness and honesty, which creates a positive working environment, uplifts the morale, motivation and morals of followers (Bass, 1999; Saleem, 2015). Therefore, positive effects are influenced by the leader's ability to fulfil the follower's need in an organisation (Tepper *et al.*, 2018). These effects tend to vary based on the extremity of the context in which the leadership style is exercised (Eberly *et al.*, 2017).

This kind of leadership promotes development and strategic thinking in the environment while simultaneously demonstrating care for communities without any discrimination by gender, race, religion, skin colour, age or social class (Lumby, 2015). Transformational leadership in communities focus on the intrinsic motivation of followers while developing them to achieve community goals, rather than focusing on rewards and punishment (Roueche *et al.*, 2014:32). It is characterised as the leader's pro-activeness in ensuring the development of the community's capabilities, an arrangement of resources, provision to support communities, crafting of new strategic initiatives and reporting to community challenges (Jonyo, 2018). While it recognises the significance of rewards, transformational leadership also fulfils the emotional and intellectual needs of communities, creates the supportive environment where communities feel protected, accountability is shared, free to take risks while activating creativity and innovation (Lee, 2014). Political leadership is affected by the internal policies of authority and power influenced by the main ruling of the governing party (Novak, 2017). Entrepreneurial personalities are increasing. Obschonka and Fisch (2018) pointed out that political leadership should adapt to the entrepreneurial personality traits instead of focusing on non-entrepreneurial strategies such as risk-averse diplomacy.

According to Bass (85) and Kark *et al.* (2018) transformational and transactional leadership has a primary focus on leadership. Further research by Deinert *et al.* (2015) resulted in the introduction of four critical dimensions of transformational leadership,

namely *idealised influence, inspirational motivation, individualised consideration and intellectual stimulation*.

These four dimensions are discussed in detail in the following paragraphs below.

2.2.1.1 Idealised influence

It is critical to the study as it assesses the level of power that ward councillor has on his/her community or followers. Idealised influence is defined as leading by example and becoming a role model to the community while representing the willingness to make sacrifices for the benefit of the whole population (Hughes, 2014). It also includes the leader's discipline, proper application of power and his ability demonstration of professional moral standards and ethics (Vanclay *et al.*, 2013). In this dimension, communities assess their leader's strength regarding charisma, self-confidence, his ability to influence them and power (Northouse, 2017), whereby it leads to community's respect and trust towards the leader. Idealised influence can, therefore, be *attributed* to leaders being trusted and respected and idealised influence *behaviour* can be connected to the leader's ability to exhibit excellent behaviour while making sacrifices for the gain of the entire group (Louw *et al.*, 2017).

2.2.1.2 Inspirational motivation

The inspirational motivation was necessary for the study to assess the level at which the Ward councillor can motivate his followers/community. The leader expresses to his followers the need to perform exceptionally to achieve the mission and the objectives of the municipality (DuBrin, 2015). It is in this dimension that the leader's promises for delivery are accompanied by the actions of his integrity and accountability to deliver as promised to the community and indirectly to motivate his followers. The leaders motivate and encourage their followers to accept some of the community challenges that they may take time to be accomplished (DuFour & DuFour, 2013). The leader imparts team spirit while exhibiting willingness and confidence (Rowitz, 2013). This displays his capability to create a common understanding of unethical and ethical actions while clarifying to his followers what goals are realistic to achieve and how they can be obtained.

The leader motivates and inspires those around him by displaying eagerness and hopefulness, involving the community in strategy formulation for the future, setting and

communicating high expectations, and commitment from the municipality (Cashman, 2017).

2.2.1.3 Individualised consideration

Idealised consideration was necessary for the study to assess the level of a ward councillor's care to his community. It pays more attention to each community's needs for fulfilment and assuming the responsibility of an advisor or mentor (Mao, 2017). The leader demonstrates an element of care for each follower while showing a supportive role in times of the individual's challenges (Halle, 2016). Attention is given by the leader to the follower's individually to make them feel comfortable in their communities and creates a productive environment(Choi *et al.*, 2016) . The leader becomes aware of community needs and sees their concerns rather than looking for another election or nomination (Bosworth, 2016) . This shows that the leader displays respect and appreciation of each community contribution, which then fulfils and improves each follower's need for self-fulfilment and self-esteem and in so doing motivates the community for further accomplishment and development (Braun *et al.*, 2013). According to Agyemang and Ofei (2013), special consideration offers recognition and encouragement to the communities, which, in turn, improves their levels of satisfaction and growth.

2.2.1.4 Intellectual stimulation

The intellectual stimulation dimension of transformational leadership was also significant for the study to assess the level at which the ward councillor's ability to be able to challenge his community to apply innovative thinking. The leader challenges the followers and stimulates a culture of creativity and innovation in them to achieve the organisational mission and objectives (Donate & de Pablo, 2015). The leaders encourage followers to question some activities that may be seen as unethical, in the community and guide them to view problems from a new perspective (Joubert & Feldman, 2017). Intellectual stimulation requires a leader's honesty without fear of disapproval and his ability to resolve community challenges to increase effectiveness (Silvas, 2016).

It can, therefore, be concluded that with transformational leader possesses an inspirational and charismatic personality (Spahr, 2016). The above theory further indicates that a transformational leader needs to take time to attentively pay attention to what is happening in the community and understand the concerns and challenges to address them to improve satisfaction and business growth in the community.

2.2.2 Transactional leadership theory

Transactional leadership can be described as an exchange relationship between the leader and his followers; in this case, community (Rodrigues & Ferreira, 2015). The leader-follower exchanges relationship, followers are expected to act according to the leader's instructions for them to be rewarded by the leader (Niemeyer & Cavazotte, 2016). This exchange process in most cases results in a follower's or community compliance with the leader's instructions, rarely it can generate interest and commitment to task objectives (Oc & Bashshur, 2013).

Transactional leadership has three components, namely contingent reward, active management by exception and passive control by exception (McCleskey, 2014). These three components will be discussed in the next paragraphs.

2.2.2.1 Contingent reward

The contingent reward component of transactional leadership includes the association of followers' performance with contingent rewards (Xenikou, 2017). It provides agreement between a leader and the followers or community on the desired municipal objectives, a contractual promise based on agreed targets, a clear explanation of steps to be taken to obtain the promised rewards, punishing unacceptable behaviour, applaud the achievement of desired objectives and delivering of rewards as promised (Fröber & Dreisbach, 2014).

2.2.2.2 Active management by exception

This component of transactional leadership involves a method whereby a leader monitors a community's performance followed by the implementation of corrective actions, where necessary, then ensuring that of desired outcomes are achieved (Nanjundeswaraswamy & Swamy, 2014). The leader only transacts with the

communities when there are deviations from the agreed objectives, giving them feedback and requesting corrective actions (Fröber & Dreisbach, 2014). While the follower or societies execute the agreed targets, the leader simultaneously tries to anticipate possible mistakes or problems and afterwards devises appropriate mitigation actions (Xenikou, 2017).

2.2.2.3 Passive management by exception

The component of transactional leadership involves a leader's incapability to provide the required monitoring and support to the community, leading to desired results not being achieved (Cote, 2017). The leader waits inactively until mistakes or challenges happen, and only then corrects unrest or instability within the community (Cakmak *et al.*, 2015).

2.2.3 Comparison between transformational and transactional leadership

Table 2.2 below exhibits the comparison between transformational and transactional leadership styles derived from the literature survey discussed in sections 2.2.1 and 2.2.2 above.

Table 2.2: Comparison between transformational and transactional leadership

Transformational leadership	Transactional leadership
Ward councillor works to change the organisational culture by implementing new ideas.	Ward councillor works within the organisational culture.
Ward councillor is proactive.	Ward councillor is responsive.
Ward councillor ensures that Individuals/ community achieve objectives through higher ideals and moral values.	Ward councillor ensures that objectives are achieved through rewards and punishment set by the leader.

Ward councillor motivates the followers by encouraging them to put the group interests first.	Ward councillor motivates followers by appealing to their self-interest.
Ward councillor considers each behaviour directed to each to express support and consideration and also motivates, intellectual stimulation, promote creative and innovative ideas to solve problems.	Ward councillor maintains the status quo and stresses corrective actions to improve performance.

2.3 LEADERSHIP ROLE OF WARD COUNCILLORS

A system for electing a political representative is between ward-based elections and city-wide elections. Relational representation is perceived as being fairer than the simple majoritarian ward-based voting, producing a more balanced political representation across the city. However, where the poor are relatively concentrated, the ward-based councillor election system helps to ensure a direct link between voters in underprivileged communities and their councillor, where the councillor has to depend on the votes of his or her constituents (Douglas, 2018). By contrast, a political party-list proportional election system places authority into the hands of political parties and weakens the link with underprivileged communities. Compared with executive councils, the election system of executive mayors inclines to produce more conclusive city government, with a more precise line of accountability. But this can disregard the influence of ward-based councillors and, unless there are sufficient checks and balances, may unjustifiably concentrate power (McGarvey & Stewart, 2018:12).

According to Chu (2017) leadership is vital for the proper functioning of successful local governance. Therefore, a new role that establishes local councillors as co-governors and protectors of a democratic form of local management is significant within communities (McGarvey & Stewart, 2018). This is because governance demands a leader who is capable of working and building a good relationship with stakeholders (Bischoff, 2018).

The performance of organisations in municipalities is directly related to the quality of its leadership (Ali *et al.*, 2018). A municipality differs from many other cities in that it has some political leaders: the councillors who give leadership in the sense of having to take policy decisions, the heads of departments, and the heads of the various sub-units within each department. Each official in charge of a unit is a leader, but at a different level, and therefore the responsibility and accountability of a leader tend to grow with the rank that person holds.

It can be argued that ward councillors are required to perform their functions in such a way that would be satisfactory to their constituencies. The delivery of services in municipalities is dependent on the capabilities of ward councillors or municipal officials to perform their functions. Municipal officials may hurt the performance of ward councillors if they underperform. Thus, the inability to fulfil the needs of the community will fail, leading to a lack of trust in ward councillors which, in turn, may cause instability. Situations where there is unrest, it is in that situation that the ward councillor's leadership would be displayed.

2.3.1 Political influence on business growth

It is not only that political leadership poses a direct threat to firms, administrative issues and it also poses threats to external risks. According to Ewuim *et al.* (2016) argue that political changes can progress or limit market competition and political bobbles can change regular human-made events into catastrophes. The political environment can be portrayed outside the organisation's control, making it difficult to predict the climate and change by objectives (O'Brien & Williams, 2016).

Living according to the leadership roles and accountability has been a challenge in Africa and there has been a cry for leadership which is a cry for "help" which indicates a more significant scale of problems and it does not lead to a solution because a problem is misdiagnosed (Afegbua & Adejuwon, 2015). Some of these issues may have arisen due to improper leadership direction and unclear objectives from political leaders (Head & Alford, 2015). Leadership in South Africa is expected to identify those political leaders who are best qualified to deal with priority challenges effectively and efficiently (Rispel, 2016). It has been found that committed leaders in an organisation have a significant influence on the follower's participation in decision making (Northouse, 2018). Leaders need to be committed to the nation regarding the promises

they made during the campaigning season to maintain confidence received from followers (Jacobson, 2016). Leader's confidence is defined as an extent to which constitutes the willingness to put their faith, trust and commitment in an organisation (Bolden, 2016).

Political instability significantly reduces business and economic growth both statistically and economically (Aisen & Veiga, 2013) . It has been regarded by an economist that it is as harmful to the economy's performance and business growth (Julian & Ofori-dankwa, 2013). This may also lead to many switches of policies, creating volatility and negatively affecting macroeconomic performance (Afonso & Ibraimo, 2018). It was further argued that the interference of the Political leaders in the formal and informal sector has a high impact on emerging companies (Mirza & Prichard, 2013).The following graphs show the impact of leadership in the South African economy per provinces and regions.

Figure 2.1 Provisional contribution to the South Africa economy: 2006 and 2011

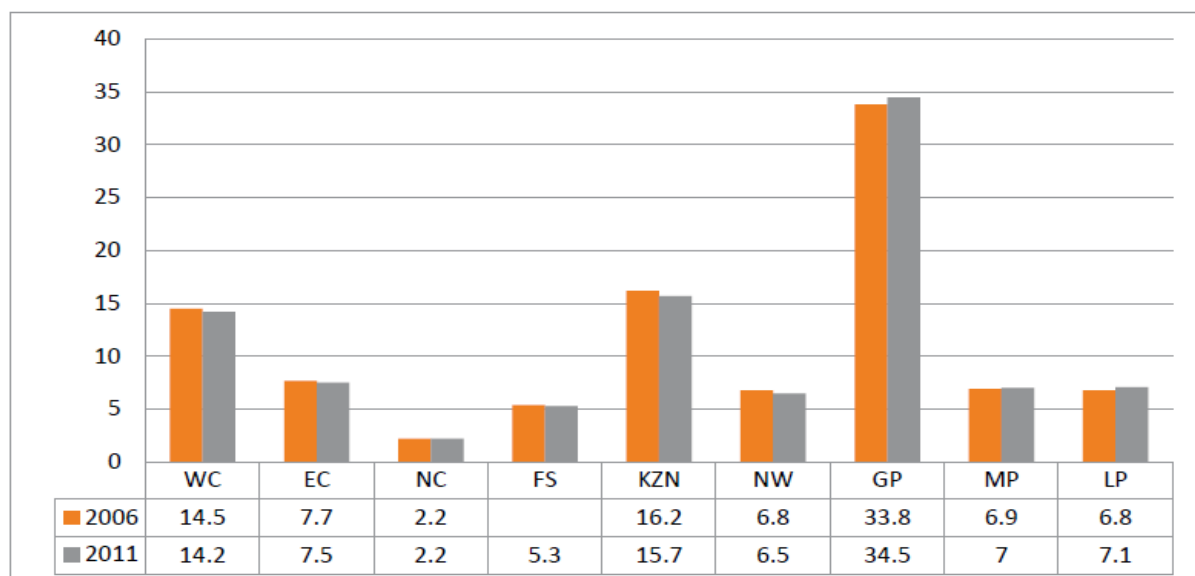
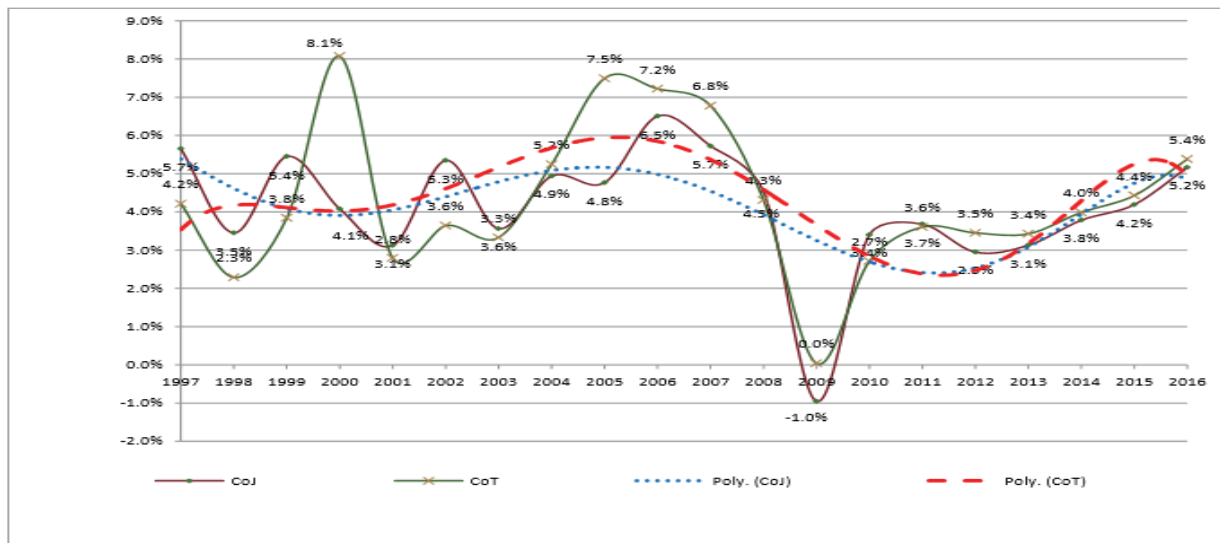


Figure 2.1: Shows that Gauteng Province is divided into metropolitan cities that include CoJ, the City of Tshwane (CoT) and Ekurhuleni. At the metro level, regarding economic output, CoJ contributes about 47% of the Gauteng economy, followed by CoT with 28% and Ekurhuleni with 18% (CoJ, 2011). This is an indication of the city's economic strength in the province, which has a direct bearing on the national economy.

Figure 2.2 CoJ versus CoT



Source: Global Insight REX Data (2013)

Figure 2.2: Shows that, on average, CoJ's growth has dropped short of the projected NDP growth rate in each of the identified growth periods. At an average of 16%, the share of the city's GVA in the national economy is quite significant to the extent that uninspiring performance at the city level will have considerable implications nationally.

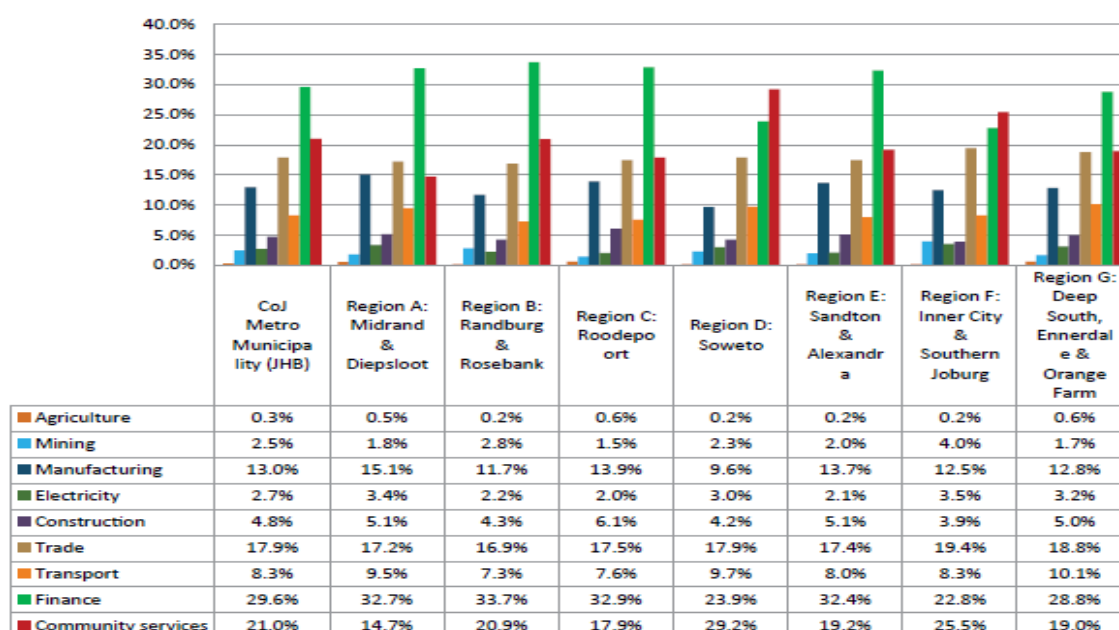
Figure 2.3 Metros' shares in the National economy

Year	CoC	ETH	EKU	CoJ	NMA	CoT	MAN	BUF
1997 - 1999	10.6%	9.9%	6.3%	15.6%	3.2%	8.6%	1.7%	1.8%
2000 - 2007	10.9%	10.4%	6.3%	16.5%	3.4%	9.2%	1.7%	1.8%
2008 - 2011	11.2%	10.7%	6.4%	16.9%	3.3%	9.7%	1.6%	1.8%
2012 - 2016*	11.4%	10.8%	6.4%	17.2%	3.3%	10.0%	1.6%	1.8%

Source: Global Insight REX Data (2013)

Figure 2.3 shows that City of Johannesburg has the largest share in the economy followed by Cape Town. It is evident that of Johannesburg plays a vital role in business growth.

Figure 2.4 Regional sector average growth



Source: Global Insight REX Data (2013)

Above figure 2.4 shows that finance leads across all regions, followed by community services, trade and lastly manufacturing.

Figure 2.5 Regional performance growth rate at the City level

Year	Region A (Midrand /Diepsloot)	Region B (Randburg /Rosebank)	Region C (Roodepoort)	Region D (Soweto)	Region E (Sandton /Alexandra)	Region F (Inner City /Southern Joburg)	Region G (Deep South /Ennerdale /Orange Farm)
1997 - 1999	8.9%	5.5%	7.5%	0.0%	6.1%	3.0%	1.2%
2000 - 2007	5.9%	4.9%	5.7%	4.3%	5.3%	3.4%	4.3%
2008 - 2012	3.0%	2.7%	3.3%	2.7%	2.8%	1.9%	4.8%
2013 - 2016*	4.6%	4.1%	4.5%	3.7%	4.2%	3.5%	3.7%

Source: Global Insight REX Data (2013)

Regional performance growth at the City level on figure 2.5 shows that Region A (Midrand/Diepsloot) has the largest growth share at regional level, followed by Region C (Roodepoort) and then Region E (Sandton/Alexander).

Figure 2.6 Business Confidence Index (BCI)

	2006	2007	2008	2009	2010	2011	2012	2013
January	121.6	119.7	110.7	97.2	95.8	103.1	97.1	94.0
February	118.1	118.6	110.9	99.7	97.9	101.9	99.5	93.0
March	119.0	117.4	110.8	93.1	97.9	104.2	95.7	90.4
April	121.6	120.2	110.2	96.6	97.9	102.5	94.3	92.3
May	119.6	118.2	109.7	96.5	96.7	101.2	92.8	90.4
June	117.3	116.9	109.2	98.0	100.0	102.4	94.9	90.2
July	116.9	117.5	109.5	98.1	99.4	99.0	90.9	
August	116.8	115.7	106.8	97.9	103.3	98.6	95.0	
September	115.3	116.4	106.1	100.9	103.6	98.4	91.7	
October	117.4	114.3	99.3	97.0	101.3	97.5	92.0	
November	121.7	113.0	102.3	99.2	102.6	97.4	91.7	
December	122.1	111.8	98.9	98.5	103.3	99.1	93.0	
Average	119.0	116.7	107.0	97.7	100.0	100.4	94.1	

Source: SACCI (2013b) data

Figure 2.6 shows that the cost of doing business can affect the level of confidence of local and international businesses in the city. The level of business confidence has been declining for retail and vehicle sales, municipal services, precious metal and the exchange rate (due to its fluctuations).

A politician would implement public policies to control business in competition with the other factors, while a business person or manager would seek measures that engage in financial systems and constraints. Draack (2016) further urged that politicians in the business world have an impact as business owners or managers because leadership comes when you apply ethics and instil values to your followers. Zhu and Zhang (2017) stated that the critical factors of corruption are its predictability, which is greatly influenced by the political leadership stability. Therefore most of the leaders remain in office for more extended serving periods reduces hindrances to businesses but when political leaders change more often, local business owners/ managers need to cultivate new connections with officials continually.

2.3.2 Leadership influence on service delivery and the views on politics in the municipality

Under section 152 of the South Africa Constitution of 1996, local government is the driver of first service delivery. Local government is responsible for ensuring the provision of services to communities in a sustainable manner, promoting social and

economic development, and promoting a safe and healthy environment (Constitution, 1996).

“Council” means the municipal council of the city, which exercises its executive authority.

Established of municipalities;

- Category A: A municipality that has exclusive municipal executive and legislative authority in its area
- Category B: A municipality that shares municipal executive and statutory authority in its field with a category C municipality within whose area it falls.
- Category C: A municipality that has municipal executive and legislative authority in an area that included more than one district.

According to Nkomo (2017) based on the local government and service delivery study;

- There are perceptions that local services were more common among urban populations,
- There is another perception that local councillors listen to their residents and they perform their jobs well.

The municipality has a responsibility to ensure that that day to day services are delivered to the community that is served, these services are;

- Quality water supply;
- Sewage collection and disposal;
- Refuse removal;
- Electricity and gas supply;
- Street lighting;
- Municipal road and storm drainage;
- Municipal parks and recreation.

These services are a constitutional obligation (Part B of Schedule 5 of the constitution) which functions within the national and provincial government units.

Globally, service delivery is a known phrase that is used to contribute to the distribution of basic communal needs and services, namely housing, water and sanitation, land, electricity and infrastructure, which some local communities in certain countries have

taken it for granted. However, in South Africa the delivery and ongoing upkeep of essential services have proven to be unreliable, inconveniencing and endangering local communities (Reddy, 2016).

The infighting amongst politicians and related clashes between the political and management mechanisms in local government in South Africa has also severely affected service delivery at the local and provincial levels. The public sector in an African perspective has always been believed to be political and South Africa is no exception (Reddy, 2016).

The local scope of government is predominantly critical as it signifies grassroots governance and regional democracy and it is considered to be closest to the people (Broto, 2017). Municipalities are viewed as the protector of public funds. Therefore they have been tasked with using these funds to address the basic needs of local communities, particularly infrastructure, electricity, water, refuse removal and the development of localities (Reddy, 2016).

Rakodi (2016) added that cooperatively, poor governance, inappropriate planning, poor social infrastructure and enormous service backlogs have emerged as constraints to poverty reduction and economic growth.

Therefore there is a particular belief in local communities in South Africa that 'voting helps and protest works' when deciding on a proposed course of action concerning highlighting service delivery shortages at the local level (Kroth *et al.*, 2016).

Local communities tend to develop some defence in voicing their dissatisfaction in some tangible way with local governance and specifically on poor service delivery (Guarneros-Meza *et al.*, 2014). Poor service delivery has caused local communities to protest on several different forms, namely, police conflicts, municipal bureaucrats forced to resign, toyi-toying, mass meetings, submission of memoranda, and petitions, marches, stayaways, chasing unpopular residents out of townships, destruction of property, election boycotts, road barricades, construction of barriers and burning of tyres, and looting (Reddy, 2016). The protests were mostly taking place in the poorer neighbourhoods, namely, townships and informal settlements rather than the suburbs (Heer, 2018).

According to Duncan (2016) it is stated that the Mbeki administration was accountable for the introduction of neo-liberal policies and during that era, protest action was an essential part of political life, and it further increased during the Zuma administration. It is believed that there are opportunities for political officials to communicate and improve service delivery at the local level, rather than at the national or provincial government level which is more remote physically and local governments are targeted due to the following reason (Reddy, 2016):

- Local government corruption and maladministration is visible to the community.
- Political constituent and the local administration is more exposed to the local communities and the electorate.
- Local politicians and administrators are being exposed and targeted through protest.
- Standing as evidence of institutional underdevelopment and lack of sufficient human capacity.
- Local politicians bear the brunt for the mistakes and faults of the national and provincial government.
- Delays due to political interference lead to enormous service delivery backlogs. Occasionally, it is a question of politics versus the needy.
- Poor communication with communities and lack of accountability due to local leaders thinking that they have political protection and are untouchable.
- Political, administrative interface challenges, resulting in inadequacy as officials play, instead of implementing the directive of the political leadership (government) of the day.
- Corruption and fraud, due to poor financial management.
- Violent service delivery protests are increasing at local government closer to elections, and individual politicians push for councillor positions.
- When local communities have issues in service delivery, they tend to vent out their anger to local leaders instead of holding local government to account
- The scarcity of specific skills has led to limited municipal capacity, in the political and administrative mechanisms of the council.

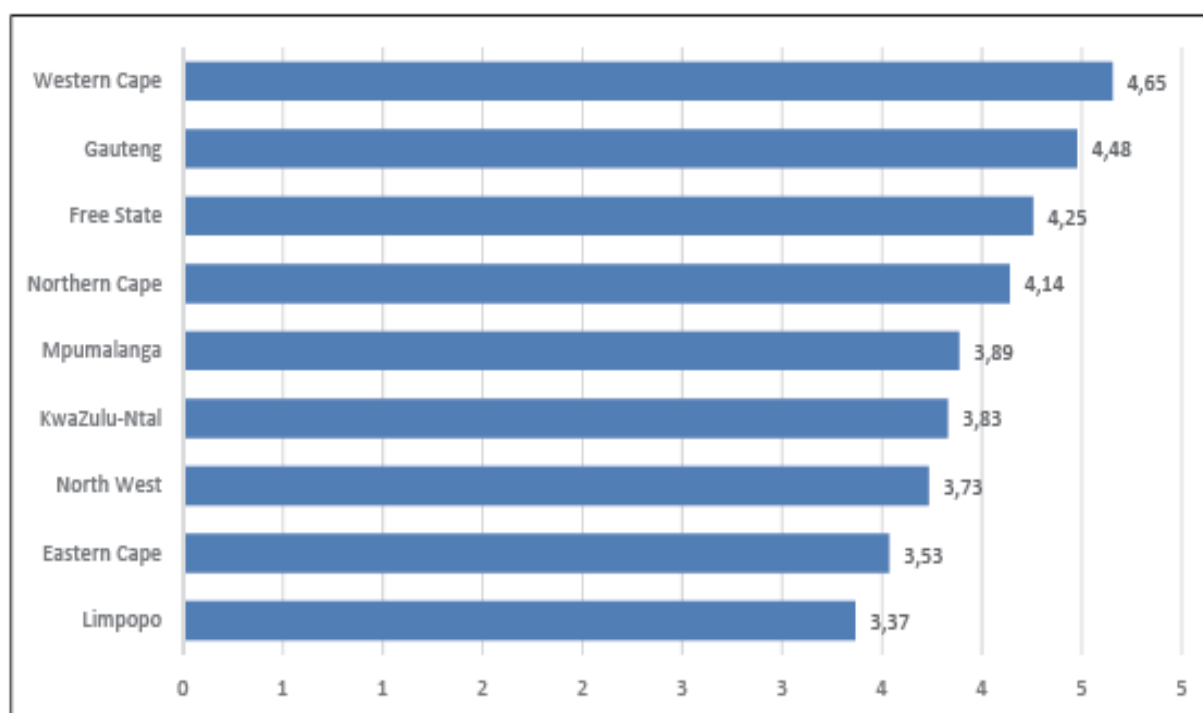
Johnson and Koyama (2017) further stated that the government official's effectiveness matters as it establishes the functioning of the departments to deal with poverty,

inequality and economic growth. The following graphs show the impact of service delivery at provincial and regional levels.

2.3.2.1 Water services

Quality water and efficient sanitation are significant services to ensure the health and the wellbeing of individuals and they are also important for economic development. A total of 169 municipalities are authorised to provide sanitation and water services; however, a municipality may appoint another municipality (or organisation) to provide water services. According to Stats (2016) water supply infrastructure is defined as a facility that is important to supply a certain amount of litres of water to individual or households per day.

Figure 2.7 Water service infrastructure quality index by province, 2016



Source: Statistics South Africa

Water service infrastructure quality index score reflected that the Western Cape (4.65) has the highest quality water and the lowest score which is Limpopo province (3.37), However the Gauteng province (4.48 quality of water came second and it is not far from the Western Cape.

Figure 2.8 Comparison of infrastructure quality index per province, 2016



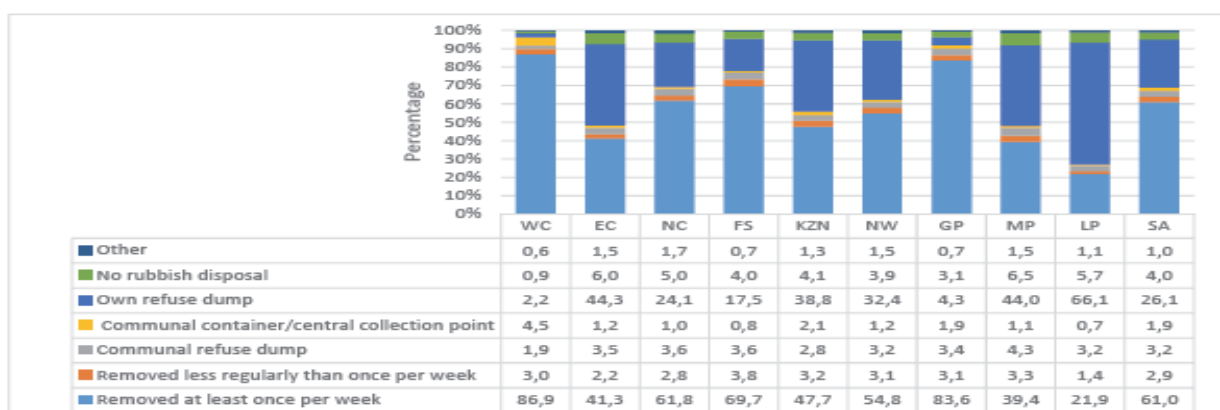
Source: Statistics South Africa

Figure 2.8 shows that most households and businesses have access to full and intermediate water services in their respective municipalities.

2.3.2.2 Waste removal services

Municipalities have the responsibility for refuse removal, refuse dumps, solid waste removal and cleaning, this functional is primarily assigned to the local municipality. Stats (2016) defined basic refuse removal as the most important level of services provided to local conditions within the municipality.

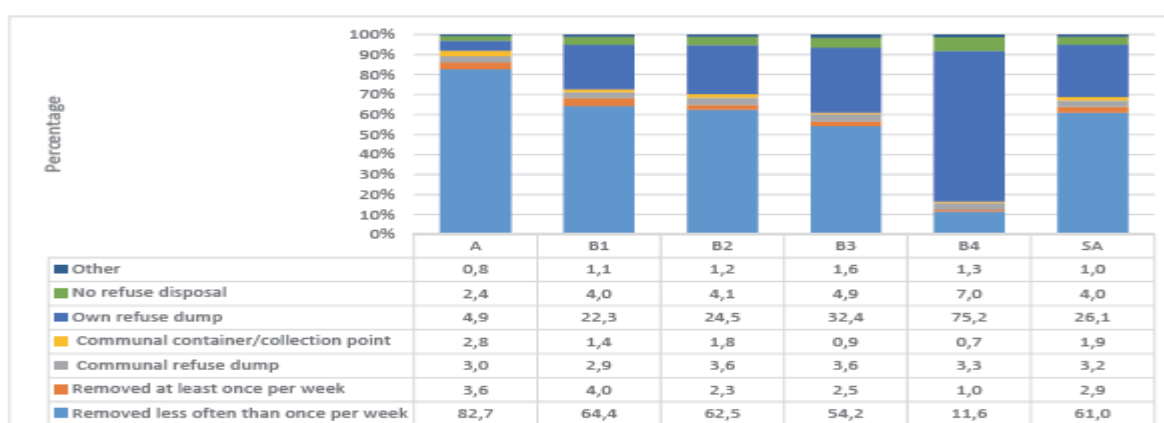
Figure 2.9 Refuse removal per province



Source: Statistics South Africa

Figure 2.9 shows that nationally waste is removed once per week, refuse collection was more common in the Western Cape and Gauteng, and least common in Limpopo. Almost one-third nationally lacked any refuse facilities.

Figure 2.10 Refusal disposal by municipal, 2016



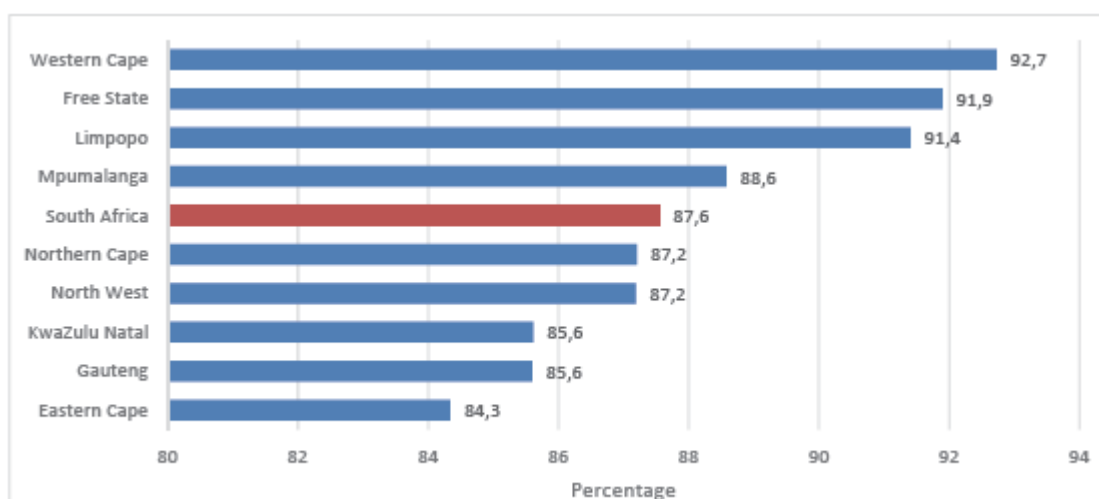
Source: Statistics South Africa

Figure 2.10 shows that refuse removal is mostly common in large, metropolitan municipalities and it declines steadily as a municipality becomes more rural in nature.

2.3.2.3 Electricity

Eskom is the custodian of electricity in South Africa, they are responsible for the generation and bulk transmission of electricity. According to Schedule 4b of the constitution (1996) electricity must be distributed to municipalities in their areas of jurisdiction.

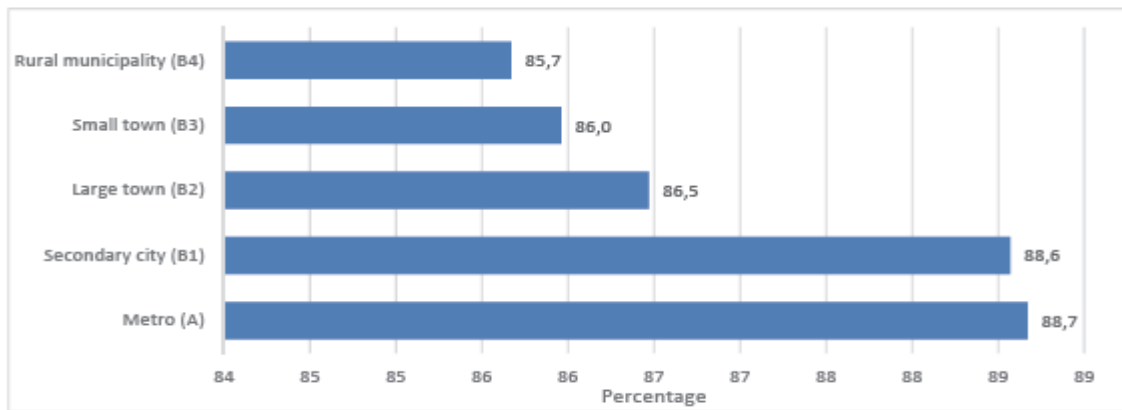
Figure 2.11 Access to electricity per province, 2016



Source: Statistics South Africa

Electricity has become almost omnipresent in South Africa as per figure 2.7, although some of the municipalities stand out - the highest being Western Cape and the lowest being Eastern Cape.

Figure 2.12 Access to electricity by municipality, 2016



Source: Statistics South Africa

Figure 2.12 shows that urban municipalities have access to electricity compared to rural municipalities.

2.4 SOUTH AFRICAN PERSPECTIVE OF LEADERSHIP

South Africa has witnessed leadership in many forms through ages and generations. Some of the leaders strive to be good leaders yet there are some qualities that are still in lack. According to Kets *et al.* (2016) South African was embraced by leaders that inspires people globally with vision, forgiveness and humility and these leaders were known as individuals who transformed the country from oppression to democracy. It was also stated that good leaders agree that the role of and task of leadership is complex in South Africa as there is a volatile and increasingly uncertain business environment, lack of economic growth, increased compliance requirements, business and political scandals, rapid change, technological advances and disruptive technology (Kelsall,20130. South Africa has seen the devastating effects of not having a sound leadership and this has left the economy in “junk status”, issues of corruption, abuse of power, mismanagement of tax payer’s money and state capture Mzolo (2013).The major sectors in the economy such as construction has been charged with collusion and anti-competitive behaviour.

Clark and Worger (2016) stated that the results of poor leadership are many and these included amongst other

- Poor corporate leadership ;
- Slow progress in implementation of the national development plan;
- Inability to sustain high performance organisation cultures and inability to build;
- Inability to compete globally on key benchmarks;
- Disengaged workforces and waste of resources;
- Poor service delivery;
- The perpetuation of a “business as usual” approach by not making any difference to the country’s challenges;
- Poverty, inequality, unemployment, health and crime;
- Many opportunities have been lost to resolve South Africa’s challenges as a result of the inability of leaders to form and build effective public-private partnerships.

Scheepers and Schwella (2015) further argued that the cause of leadership failures in South Africa are;

- Poor ethics and governance;
- Lack of accountability and responsibility;
- Inadequate leadership development;
- Lack of leadership strategy and vision;
- People without technical knowledge or expertise move into leadership; positions without leadership training or skills.

Therefore leadership in South Africa currently is challenged with providing communities with effective service delivery and this has an impact on business as there are uncertainties with the leadership changes.

2.5 CHAPTER SUMMARY

Chapter 2 discussed the variables of the study within the organisational context. The relevance of each of these variables to the study was also explained. The concept of transformational leadership was discussed, and its constructs (idealised influence, individualised consideration, intellectual stimulation and inspirational motivation) were also described and placed within context. The concept of transactional leadership was

also discussed, and its components/constructs (contingent rewards, active management by exception and passive management by exception) were also explained and placed within context. The chapter further discussed the leadership roles, business growth and service delivery. Their constructs were also described in detail.

The specific literature objective, to conceptualise and define the study variables, has been achieved.

Chapter 3 will discuss empirical research.

CHAPTER 3

EMPIRICAL STUDY

3.1 INTRODUCTION

This chapter outlines the research methodology applied to this study. First, it starts with the research design, population, sampling and the instruments used to collect data. The reliability and validity of the research instrument are addressed.

3.2 RESEARCH DESIGN AND METHODOLOGY

3.3 RESEARCH DESIGN

A research design is viewed as a process that follows the pattern to achieve a desirable outcome. According Robson and McCartan (2016) research design refers to the overall strategy that is chosen to integrate the different components of the study coherently and logically by ensuring that it adequately addresses the research problem, it also constitutes the blueprint for the collection, measurement and analysis of data.

Sekaran and Bougie (2016) further defined research design as a plan that is adopted by a researcher to answer questions validly, it is objective and accurate. Ormston *et al.* (2014) also stated that research design identifies relationships between variables to understand the behaviour and meanings assigned to experiences.

A quantitative approach will be applied in this study, rather than the qualitative approach which permit the evaluation of study objectives. The nature of the data concerned with this study directed toward the selection of quantitative research design. To gather data for this research, cross section design with the use of questionnaires was found to be the most appropriate.

For this study, only a quantitative research approach was used. The method is discussed below.

3.3.1 Quantitative research

The researcher states that quantitative research deals with numbers and anything that is measurable in a systematic way of investigating phenomena and their relationships. It answers questions on relationships within measurable variables with an intention to

explain, predict and control an event (Gray, 2013). The quantitative method begins with data collection based on hypothesis or theory, and it is followed with the application of descriptive statistics (Glaser & Strauss, 2017).

Quantitative research focuses on observation of a particular factor of behaviour, and it is quantified using a rating scale (e.g. Likert scale) to evaluate specific factors or reasons (DeVellis, 2016). The foundation of quantitative studies focuses on a relationship between independent and dependent variables to unpack the research problem in a way that identifies a general cause and effect (Hamari *et al.*, 2014).

Bryman and Bell (2015) stated that a quantitative study involves data collected from participants through questionnaires or other instruments. A descriptive research design was used, and it is described as a scientific method which consists in observing and describing the behaviour of a theme without influencing it (Veal, 2017).

This study will also be of a cross-sectional in nature in that different groups of participants with different variables of interest and who shares some characteristics such as gender, occupation and the municipality.

The research will be conducted for this study to evaluate service delivery and leadership styles within different municipalities and questionnaires will be used to gather participants perception on service delivery and leadership styles employed in a particular ward.

While conducting quantitative research, the researcher prepared and distributed questionnaires to Managers/business owners and ward councillors of Soweto, Sandton and Midrand.

3.4 POPULATION SAMPLE

3.4.1 Population

According to Daas *et al.* (2015) *population* refers to all the individuals or unit of interest included in a study. In statistics, population consists of everything or anyone being studied (Crowder, 2017). Therefore, A population research is defined as a collection of individuals or objects known to have similar characteristics; they usually have a standard, binding features or trait (Bernard, 2017). A population is also defined as a target group with at least a single character in common, and it may consist of, but not

limited to organisations, people, physical infrastructure, objects or event (Spradley, 2016).

In this study the research comprised the Johannesburg Municipalities (Soweto, Sandton and Midrand) ward councillors and managers/business owners.

3.4.2 Sample and Sampling Method

A sample is referred to as a set of elements selected from a population (Lindgren, 2017). One of the main aims of sampling produces unbiased estimates from the population in the form of information, testing instruments and accuracy required in a sampling method (Levy & Lemeshow, 2013). Montgomery (2017) further explains that the reason for sampling is to minimise cost, time for testing and the capability of designing many of the tests.

There are key factors that influence sampling according to Ryan and McKenna (2013):

- Population variable to measure;
- Statistics of the population;
- Sample strategy, size of sample and access to the sample;
- Responses from participants.

For this study, the research sample consisted of 150 participants in the Johannesburg municipalities.

Sampling is divided into two methods probability and non-probability, which are discussed in the following paragraphs.

3.4.3 Probability sampling

Levy and Lemeshow (2013) state that a probability sampling method of every unit in the population has a chance (greater than zero) of being selected in the sample, and it can be accurately determined.

Bryman and Bell (2015) explain that there are four probability sampling methods;

- Simple random sampling - it applies to when the population is small, homogeneous and readily available. Therefore, all subgroups of the population are given an equal probability selection. This is done by assigning a number to each unit in the sampling population, and it is easy to calculate the estimates.

- Systematic sampling- all elements have the same probability, easy to select and can be identified easily, but sample may be partial if concealed in population coincides with that of selection.
- Stratified random sampling- it embraces some distinct categories, the population can be organised into separate "strata." The unit in every stratum has the same chance of being selected.
- Cluster sampling- the population is divided into clusters of homogeneous units, geographic, gender and occupation. Sampling units are used in groups. All units selected from clusters are studied. The advantages are that costs are reduced in travelling and other administrative expenses.

3.4.4 Non-probability sampling

Etikan *et al.* (2016) define non-probability as a selection that involves elements based on assumptions regarding the population of interest, which forms part of the criteria for selection. Therefore, the range of features is non-random; nonprobability sampling does not allow the estimation of sampling errors.

The nonprobability sampling includes:

- Convenience sampling also known as haphazard sampling is affordable, quick and convenient. The researcher uses participants who are readily available, and the process is casual and easily (Zikmund *et al.*, 2013). The primary assumption associated with convenience sampling is that the targeted populations are homogenous. Therefore there will be no difference in the results obtained from random sampling, convenience sampling, co-operative sampling or a sample gathered in some unreachable part of the population (Etikan *et al.*, 2016).
- Quota sampling involves determining a specific number of individuals within a population into a sample of each of the several particular groups (Lafferty & McCormack, 2015).

Three random sampling methods were used in this study. The population was stratified into different categories; Managers/Business owners and ward councillors. A simple random sampling technique was used to select each stratum to participate since the study was divided into three local Municipalities (Soweto, Sandton and Midrand).

Cluster sampling was used to select local municipalities that would form a group. Lastly, a simple random technique was used to select the local wards to participate.

3.5 THE DATA COLLECTION INSTRUMENT

Ott and Longnecker (2015) state that a data collection instrument is defined as a method used to accurately and systematically collect data for conducting scientific research. It also allows the collection of information about objects to make interpretation and statements to advance the knowledge and understanding concerning the research question or problem.

For the research study, the conventional measuring instrument used to collect raw data from respondents during the study were questionnaires. The questionnaires were distributed in different local municipalities.

3.5.1 Questionnaires

Doody and Noonan (2013) describe questionnaires as a tool used for collecting data, and it involves asking a given subject to respond to a list of written or oral questions. Questionnaires are a practical, inexpensive, flexible way to gather quantitative data, questions are asked in the form of open-ended or multiple choice, allows respondents to remain anonymous and there is no pressure. Questionnaires enable information to be gathered from a large audience. Miles *et al.* (2013) state that the larger the data collected, scientific analysis and prediction become clearer.

Questionnaires have their disadvantages according to Rowley (2014) and include the following:

- There may be dishonesty in answering;
- Participants may not be conscientious in responding;
- There may be an inability to understand and interpret the questions;
- It is hard to convey the feeling and emotions of the participants;
- Participants may find it difficult to analyse the questions;
- Participants may have a hidden agenda.

Advantages of questionnaires:

- They are practical and can be used to create new theories or test hypotheses;
- A large amount of information can be gathered from a large population;

- Can be carried out by some people including a researcher with a limited effect to its validity and reliability;
- Results are quick, can be analysed more scientifically and objectivity than any other forms of research.

3.6 PROCEDURE FOR DATA COLLECTION

The measuring instrument was compiled and considered three sections in the form of a questionnaire. The questionnaire was distributed to managers/business owners and ward councillors in their respective municipalities (Soweto, Sandton and Midrand). Several people were selected to distribute to the respondents and collected later it from them.

3.7 DATA ANALYSIS AND INTERPRETATION

The responses were analysed and interpreted to obtain comprehensive information regarding the leadership of wards councillors and level of service delivery satisfaction about business growth in Soweto, Sandton and Midrand municipalities. Secondary data as well as data from various sources were analysed to and organised to establish any possible links.

3.7.1 Biographical information

This section consists of three questions relating to the individual participants, constitutes of gender, occupation and the ward they are participating in. This information will assist in analysing data as per participants' characteristics.

3.7.2 Service delivery

This section consist of fifteen questionnaires relating to the participant's perception with regards to the municipal service delivery. This information will uncover the role of wards councillors' ability to address issues arising within their respective wards.

3.7.3 Leadership competency

This section consist of twenty questionnaires that relate to the leadership styles that ward councillors have employed on their day to day activities. It also provides the participant's perceptions with regards to leadership style in addressing issues arising within their municipality, whether current leadership styles are perceived to be acceptable or not.

3.8 LIMITATIONS OF STUDY

The limitations of the study included the following

- Resistance from ward councillors
- Fear of participation from business owners/ managers

3.9 VALIDITY AND RELIABILITY

3.9.1 Validity

Validity, according to Mertler and Reinhart (2016), refers to a degree of scientific testing to which a research study measures what it intends to measure. There are two types of validity, internal and external. Internal is defined as the validity of the measurement and test, external validity is the ability to generalise findings to the targeted population. Both are important in analysing meaningful, appropriate and usefulness of a research study (Ary *et al.*, 2018).

Zohrabi (2013) identified four main types of validity;

Face validity which is also called logical validity it refers to the degree to which a test seems to measure what it reports to measure.

Concurrent validity is comparing from a new measurement method to those of a more traditional approach that claims to measure the same variable to see if they are related.

Predictive validity it is used on results obtained from measuring a construct accurately used to predict behaviour. It is also used to validate a test's correlation with concrete outcomes.

Construct validity refers to the extent of whether measurement of a variable it studies behaves the same as the variable itself and it was also examining the past research aspects of the same variable.

3.9.2 Reliability

Reliability according to Wu *et al.* (2013), describes it as the consistency of a measure. It can also refer to whether or not you get the same answer by using an instrument to measure something more than once (Rothe, 2017). The measure of reliability is the extent to which participants respond in the same way consistently. Cohen (2016)

explains that reliability occurs when a test measures the same variable more than once and the outcomes are still the same.

Lalley (2017) explains the four types of reliability; namely test-retest, inter-rater, internal consistency reliability and parallel-forms. Test-retest measures how stable a test is over time. Inter-rater measures the same the consistency from rater to rater. Internal consistency examines how unified the variables in an experiment. Lastly, parallel-forms measures different forms of the same analysis given to the same group of participants.

3.10 CHAPTER SUMMARY

The chapter highlighted the methodology of this study. A quantitative approach was employed, which considers data collected from participants that will be analysed. The data collection method was also discussed in detail, including population, sampling, reliability and validity.

The next chapter will discuss the data analysis.

CHAPTER 4

DATA ANALYSIS

4.1 INTRODUCTION

This Chapter presents results and interprets analysis of data according to methodologies presented in Chapter 3 of the study.

In order to assess participants' responses and comparisons frequency, reliability and t-test analysis were applied. This aids the researcher to answer the research questions and meet the objectives of the study.

Results and interpretation are presented as follows:

- Descriptive statistics - This was presented through frequency and percentages analysis used and presented through tables and graphs to summarise the results into meaningful information)
- Factor analysis – This was applied to select possible causes or the most critical observed variables.
- Reliability analysis – Reliability analysis was done to determine the level of consistency between variables observed.

4.2 DESCRIPTIVE ANALYSIS

4.2.1 Demographic information

As discussed in chapter 3, the designed questionnaires are discussed in detail, including the biographic information of participants. The questionnaire was used to operationalise the variable it was structured into three sections as follows: Biographical information, service delivery and leadership styles adopted by each municipality. A total number of 150 questionnaires were distributed and only 120 responses were received.

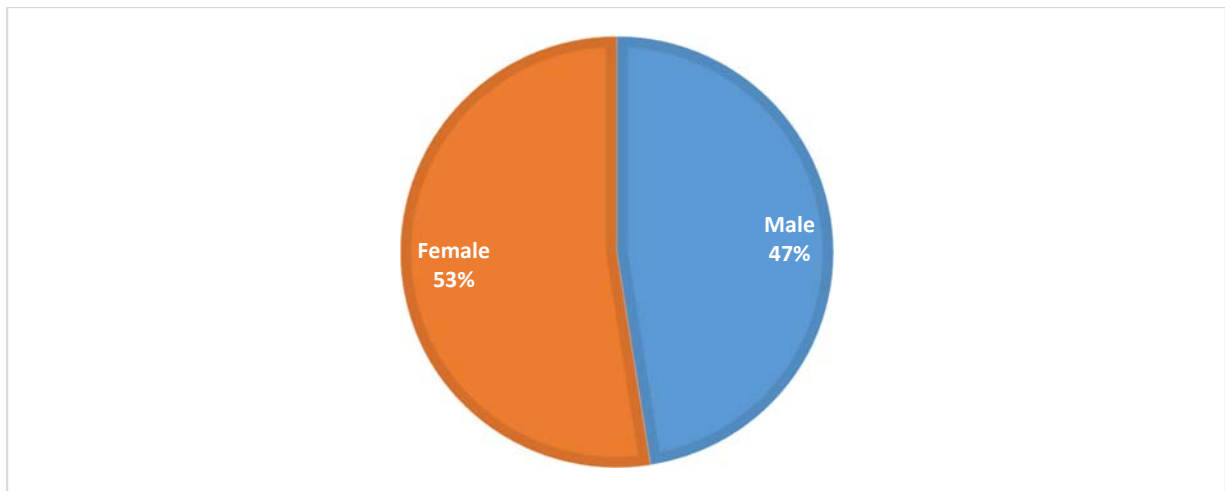


Figure 4.1: Gender

Source: Section A (bio 1) of biographical information

Of 120 participants the majority were female (n=63; 53%) compared to the male (n=57; 47%) counterparts.

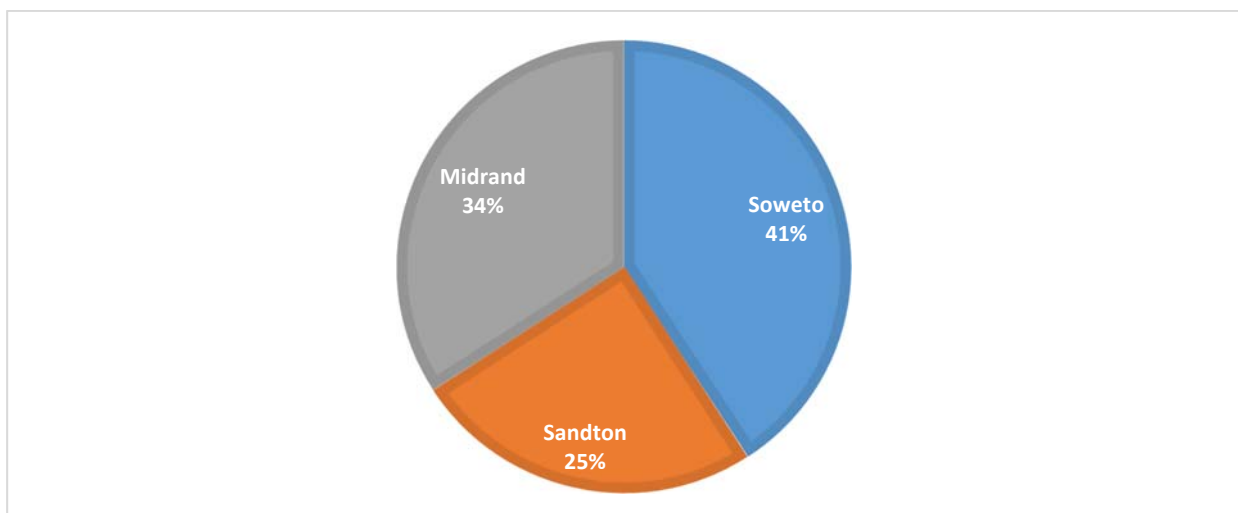


Figure 4.2: Municipality

Source: Section A (bio 2) of biographical information

Soweto municipality had the most representation (41%) compared to 34% from Midrand and 25% Sandton.

Occupation

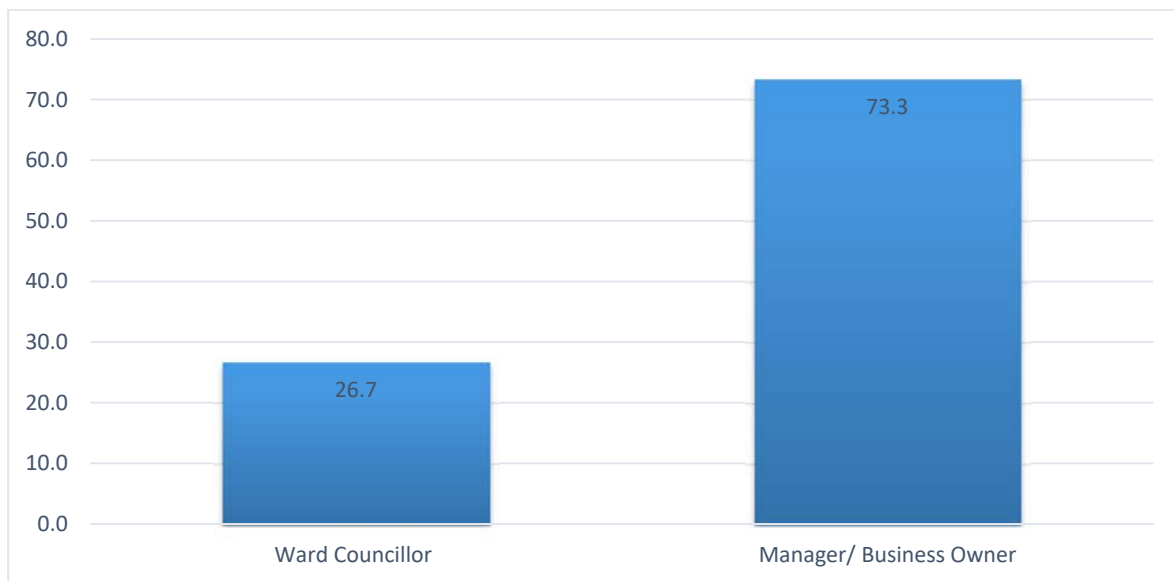


Figure 4.3: Occupation

Source: Section A (bio 3) of biographical information

Majority of participants 73% of them were managers or business owners compared to 27% ward councillors.

4.3 RESULTS: SERVICE DELIVERY

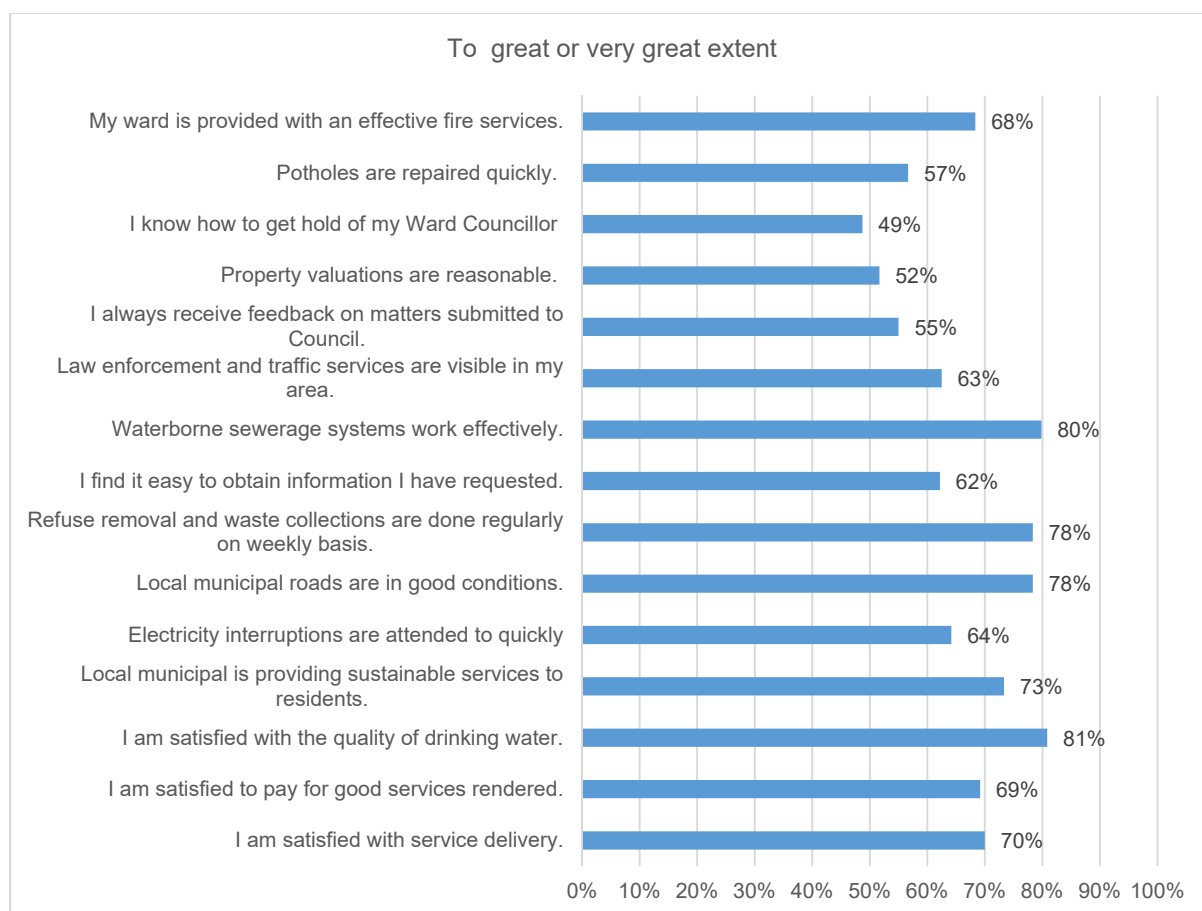
Table 4.1: Frequency analysis of service delivery

	Frequency	no To almost extent	To a slight extent	To a great extent	To a very great extent	Total
I am satisfied with the service delivery.	Freq %	8 7%	28 23%	61 51%	23 19%	120 100%
I am satisfied to pay for good services rendered.	Freq %	5 4%	32 27%	62 52%	21 18%	120 100%

I am satisfied with the quality of drinking water.	Freq %	0 0%	23 19%	74 62%	23 19%	120 100%
The local municipality is providing sustainable services to residents.	Freq %	0 0%	32 27%	66 55%	22 18%	120 100%
Electricity interruptions are attended to quickly	Freq %	8 7%	35 29%	57 48%	20 17%	120 100%
Local municipal roads are in good condition.	Freq %	1 1%	25 21%	70 58%	24 20%	120 100%
Refuse removal and waste collections are done regularly on a weekly basis.	Freq %	3 3%	23 19%	68 57%	26 22%	120 100%
I find it easy to obtain the information I have requested.	Freq %	10 8%	35 29%	52 44%	22 18%	119 100%
Waterborne sewerage systems work effectively.	Freq %	1 1%	23 19%	67 56%	28 24%	119 100%
Law enforcement and traffic services are visible in my area.	Freq %	7 6%	38 32%	59 49%	16 13%	120 100%
I always receive feedback on matters submitted to council.	Freq %	6 5%	48 40%	49 41%	17 14%	120 100%
Property valuations are reasonable.	Freq %	17 14%	41 34%	48 40%	14 12%	120 100%
I know how to get hold of my ward councillor	Freq	30	31	37	21	119

	%	25%	26%	31%	18%	100%
Potholes are repaired quickly.	Freq %	5 4%	47 39%	51 43%	17 14%	120 100%
My ward is provided with effective fire services.	Freq %	1 1%	37 31%	63 53%	19 16%	120 100%
Average score	Freq	6,8	33,2	58,9	20,9	119,8
Average %	%	6%	28%	49%	17%	100%

Figure 4.4: Responses regarding service delivery



Source: Section B of service delivery

The results in Table 4.1 and Figure 4.4 show that 70% of participants agree that they are satisfied with service delivery from a great to very great extent compared to 30% that indicated from no extent to a slight extent. Similar results were noted with 69% who also agreed that they are satisfied to pay for good services rendered compared to 31% that will not. A further majority of participants agreed that they are satisfied with

the quality of drinking water (81%); local municipality is providing sustainable services to residents (73%); electricity interruptions are attended to quickly (64%); local municipal roads are in good condition (78%); refuse removal and waste collections are done regularly on a weekly basis (78%); participant find it easy to obtain information I have requested (62%); waterborne sewerage systems work effectively (80%); law enforcement and traffic services are visible in my area (63%); they always receive feedback on matters submitted to Council (55%); property valuations are reasonable (52%); potholes are repaired quickly (57%) and that ward is provided with an effective fire service (68%) from a great to a very great extent. On the contrary, 51% of participants in the majority felt that they did not know how to get hold of their ward councillor compared to 49% that knew to a great extent.

4.3.1 Factor analysis related to service delivery

Table 4.2: Factor loadings relating to service delivery

Commonalities		
	Initial	Extraction
A5	1	0,749
A4	1	0,742
A2	1	0,724
A11	1	0,703
A6	1	0,667
A8	1	0,658
A7	1	0,658
A3	1	0,642
A14	1	0,634
A1	1	0,633
A9	1	0,544
A13	1	0,538
A15	1	0,521
A10	1	0,503
A12	1	0,369
KMO and Bartlett's Test		

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,909
Approx. Chi-Square	1594,724	
df	105	
Sig.	0,000	

The results show that principal components were A5: Electricity interruptions are attended to quickly; A4: Local municipality is providing sustainable services to residents; A2: I am satisfied to pay for good services rendered, and A11 I always receive feedback on matters submitted to Council. These are variables that presented with extraction above 70% indicating that they are the principal components in which analysis can be based upon. For variables to be recognised, they should be above the 70% level. The results show that service delivery is more explained by Electricity interruptions are attended to quickly (75%); Local municipality is providing sustainable services to residents (74%); satisfaction to pay for good services rendered with 72% explained and always received feedback on matters submitted to Council with 70% points explained. All other points less than 70% do not meet the criteria and therefore do not influence service delivery. The level of association is significant for this factor loading since the Chi-Square results from the Kaiser-Meyer-Olkin Measure of Sampling Adequacy is significant at 0.05 level of significance at $p < 0.001$.

4.3.2 Reliability results: Service delivery

Table 4.3: Summary of service delivery reliability results

Case Processing Summary			
		N	%
Cases	Valid	117	97,5
	Excluded ^a	3	2,5
	Total	120	100,0
Cronbach's Alpha	Cronbach's Alpha Based on	N of Items	

	Standardized Items		
0,953	0,955	15	

Table 4.4: Reliability results - Service delivery

	Variables	Cronbach's Alpha if Item Deleted
A1	I am satisfied with the service delivery.	0,949
A2	I am satisfied to pay for good services rendered.	0,948
A3	I am satisfied with the quality of drinking water.	0,950
A4	Local municipal is providing sustainable services to residents.	0,948
A5	Electricity interruptions are attended to quickly	0,947
A6	Local municipal roads are in good conditions.	0,949
A7	Refuse removal and waste collections are done regularly on a weekly basis.	0,949
A8	I find it easy to obtain the information I have requested.	0,948
A9	Waterborne sewerage systems work effectively.	0,951
A10	Law enforcement and traffic services are visible in my area.	0,951
A11	I always receive feedback on matters submitted to Council.	0,948
A12	Property valuations are reasonable.	0,953
A13	I know how to get hold of my Ward Councillor	0,951
A14	Potholes are repaired quickly.	0,949
A15	My ward is provided with effective fire services.	0,950

Thus all variables will result in a reliable and valid outcome since there is internal consistency according to Table 4.3 and 4.4.

4.4 FACTOR ANALYSIS

4.4.1 Factor analysis related to transformational and transactional leadership

Table 4.5: Factor loadings relating to transformational and transactional leadership

Commonalities		
	Initial	Extraction
B14	1,000	0,806
B15	1,000	0,742
B16	1,000	0,738
B17	1,000	0,723
B19	1,000	0,668
B18	1,000	0,660
B5	1,000	0,644
B1	1,000	0,622
B20	1,000	0,597
B6	1,000	0,595
B4	1,000	0,575
B11	1,000	0,568
B9	1,000	0,541
B13	1,000	0,493
B3	1,000	0,469
B7	1,000	0,428
B10	1,000	0,419
B2	1,000	0,374
B8	1,000	0,086
KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,862
Approx. Chi-Square	1520,409	
Df	171	

Sig.	0,000	
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Results show that essential variables are B14: Ward councillor in my area responds quickly to residents' service-related complaints; B15: Ward councillor allows active participation of residents in services they need; B16: Roles of ward councillors are communicated to residents. Moreover, B17: Ward councillor sets performance standards. These show variables that are presented with extraction above 70% indicating that they are the principal components in which analysis can be based upon. For variables to be recognised, they should be above 70% region. Results show that ward councillors in my area responds quickly to residents' service-related complaints; ward councillor allows active participation of residents in services they need; Roles of ward councillors are communicated to residents and ward councillor sets performance standards since the per cent explained is more than 70%.

4.4.2 Transformational and Transactional leadership results

Table 4.6: Frequency analysis of Transformational and Transactional results

Question	Frequency	Strongly Disagree	Disagree	Agree	Strongly Agree	Total
Ward Councillor in my area is doing well to address service delivery backlogs.	Freq %	9 8%	19 16%	68 57%	24 20%	120 100%
Effective role by ward councillors improves service delivery.	Freq %	5 4%	23 19%	63 53%	29 24%	120 100%
Ward councillor interferes in the administration of the local municipality.	Freq %	18 15%	54 45%	43 36%	4 3%	119 100%
Ward councillor in my area responds quickly to residents service-related complaints.	Freq %	7 6%	28 24%	62 52%	22 18%	119 100%
Ward councillor communicates regularly with the community.	Freq %	5 4%	40 33%	55 46%	20 17%	120 100%

Ward councillor in collaboration with the local municipality meets the basic needs of our community.	Freq	4	29	66	21	120
	%	3%	24%	55%	18%	100%
Ward councillor values honesty more than profits.	Freq	30	51	31	8	120
	%	25%	43%	26%	7%	100%
Ward councillor prioritises his/her own needs ahead of the needs of the community he/she serves.	Freq	12	51	44	13	120
	%	10%	43%	37%	11%	100%
Ward councillor fails to get involved until the problem(s) becomes worse.	Freq	25	40	42	13	120
	%	21%	33%	35%	11%	100%
Ward councillor informs the community in time in case there would be any services affected.	Freq	5	35	61	18	119
	%	4%	29%	51%	15%	100%
Ward councillors ignore the needs of the community they serve once they are elected.	Freq	35	37	38	10	120
	%	29%	31%	32%	8%	100%
Full-time Ward councillors ensure that crucial service delivery backlogs challenges are addressed.	Freq	7	28	66	18	119
	%	6%	24%	55%	15%	100%
Ward councillor sets clear and achievable targets.	Freq	4	47	50	18	119
	%	3%	39%	42%	15%	100%
Ward councillor allows active participation of residents in services they need.	Freq	2	44	53	19	118
	%	2%	37%	45%	16%	100%
Roles of ward councillors are communicated to residents.	Freq	2	41	58	16	117
	%	2%	35%	50%	14%	100%
Ward councillor sets performance standards.	Freq	3	37	58	19	117
	%	3%	32%	50%	16%	100%
Ward councillor only pays attention to serious problems.	Freq	26	36	46	12	120
	%	22%	30%	38%	10%	100%
Ward councillor fails to get involved until the problem(s) become/s worse.	Freq	29	35	44	12	120
	%	24%	29%	37%	10%	100%
	Freq	3	19	74	23	119

Ward councillor forwards residents' service delivery complaints to the local municipality	%	3%	16%	62%	19%	100%
Average score	Freq	12	37	54	17	119
Average %	%	10%	31%	45%	14%	100%

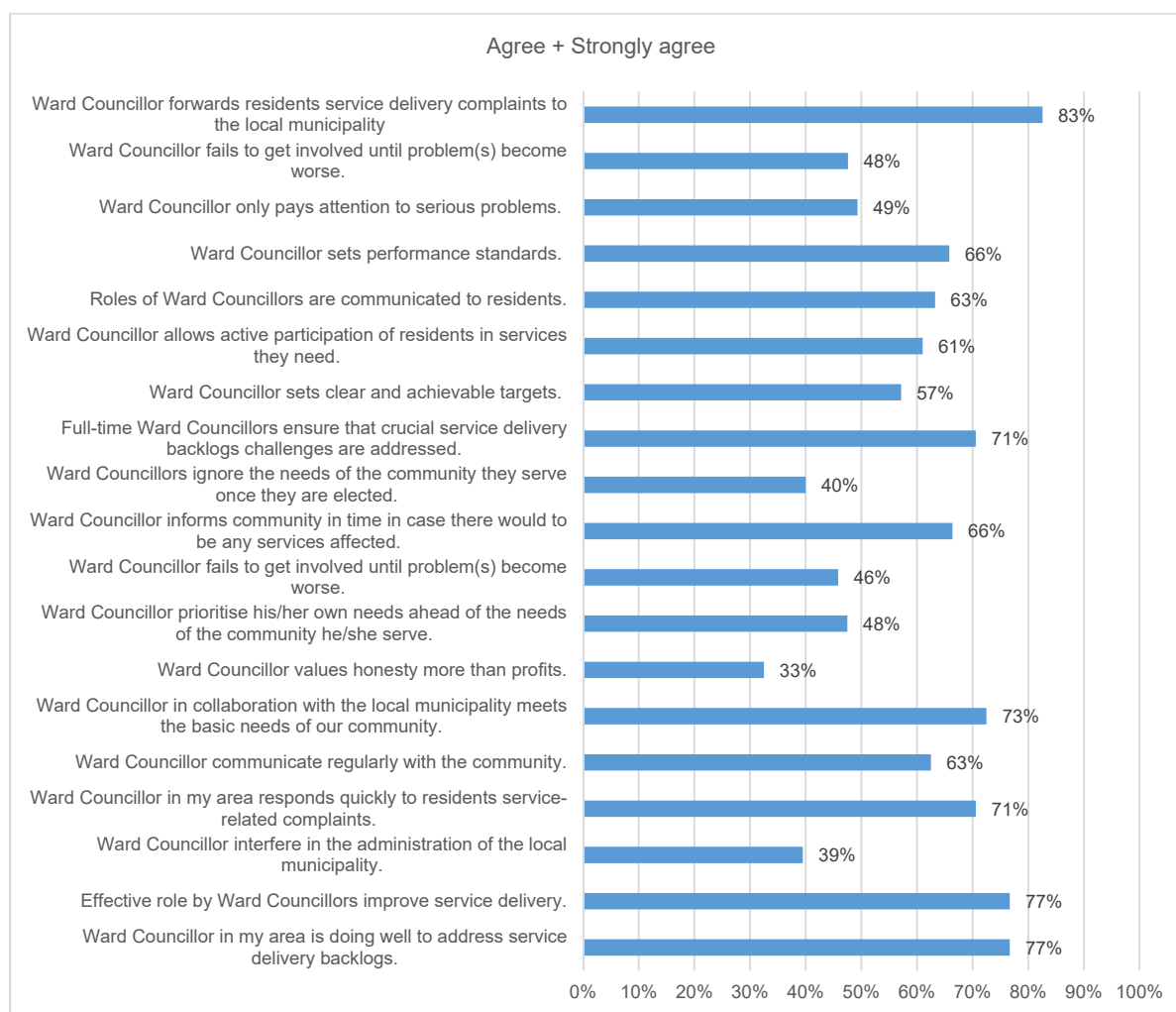


Figure 4.5: Responses relating to transformational and transactional leadership questions

Source: Section B of leadership styles

According to Table 4.5 and Figure 4.5 it is shown that the majority of participants agreed that: Ward councillors in their areas were doing well to address service delivery backlogs (77%); Effective roles by ward councillors improve service delivery (77%); Ward Councillor in my area responds quickly to residents service-related complaints

(71%); Ward Councillor communicates regularly with the community (63%); Ward Councillor in collaboration with the local municipality meets the basic needs of our community (73%); Ward councillor informs community in time in case there would be any services affected (66%); Full-time ward councillors ensure that crucial service delivery backlogs challenges are addressed (71%); Ward councillor sets clear and achievable targets (57%); Ward councillor allows active participation of residents in services they need (61%); Roles of ward councillors are communicated to residents (63%); Ward councillor sets performance standards (66%) and ward councillor forwards residents service delivery complaints to the local municipality (83%).

On the other hand the majority of participants disagreed that: Ward councillor interferes in the administration of the local municipality; Ward councillor prioritises his/her own needs ahead of the needs of the community he/she serves; Ward councillor fails to get involved until problem(s) become worse; Ward councillors ignore the needs of the community they serve once they are elected; Ward councillor only pays attention to serious problems and that Ward Councillor fails to get involved until problem(s) become worse. This is because the per cent that agreed is below 50% which implies that the majority of participants did not agree.

4.5 RELIABILITY AND ANALYSIS RESULTS

Reliability assesses the level of internal consistency within the variables applied for study. The idea is to achieve 70% Cronbach Alpha and above that for internal consistency between the variables. Variables with Cronbach Alpha less than 70% may be removed since it may negatively affect other variables and removal of these variables may improve the level of internal consistency for further analysis. Cronbach's alpha test is used to ascertain the internal consistency of the variables, how closely related a set of a variable are as a group, therefore measuring also the scale reliability. The results of the Cronbach's alpha test is measured to the criteria presented in Table 4.7 that follow:

Table 4.7: Cronbach's Alpha test for comparison

Values (α)	Measure of Consistency
1	Perfect consistency
$0.9 \leq \alpha$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Results show that three cases were excluded in Section A to improve the level of internal constancy. Thus Cronbach Alpha for section A was 96% which falls within a first region. Thus this implies that there was an internal consistency in all the variables which shows that the parametric method of analysis can be applied and that results can be reliable and valid.

4.5.1 Reliability results: Transformational leadership

Transformational was assessed using 12 cases, and six cases were excluded to improve the precision of results. The overall Cronbach Alpha received was 93% which also falls within the first criteria. This also indicated that if parametric tests are applied to these set of data, the results can be reliable and valid since there is an internal consistency of higher than 90%.

Table 4.8: Summary of reliability results for transformation leadership

Case Processing Summary			
		N	%
Cases	Valid	114	95,0
	Excluded ^a	6	5,0
	Total	120	100,0
Cronbach's Alpha	Cronbach's Alpha Based on	N of Items	

	Standardized Items		
0,932	0,933	12	

Table 4.9: Individual reliability results for Transformation leadership

	Variables	Cronbach's Alpha if Item Deleted
B1	Ward councillor in my area is doing well to address service delivery backlogs.	0,925
B2	Effective role by ward councillors improves service delivery.	0,932
B4	Ward councillor in my area responds quickly to residents service-related complaints.	0,930
B5	Ward councillor communicate regularly with the community.	0,925
B6	Ward councillor in collaboration with the local municipality meets the basic needs of our community.	0,924
B10	Ward councillor informs the community in time in case there would be any services affected.	0,931
B13	Full-time ward councillors ensure that crucial service delivery backlogs challenges are addressed.	0,933
B14	Ward councillor sets clear and achievable targets.	0,920
B15	Ward councillor allows active participation of residents in services they need.	0,922
B16	Roles of ward councillors are communicated to residents.	0,923
B17	Ward councillor sets performance standards.	0,923
B20	Ward councillor forwards residents service delivery complaints to the local municipality	0,926

These results were applied to represent transformational analysis and resulted in a Cronbach Alpha of above 90% after removing six (6) cases to improve internal consistency according to Table 4.9. The overall Cronbach Alpha was 93% in Table 4.8

which falls within the excellent range (See Table 4.5). Thus these variables can be tested and will aid into reliable results that can be validated using an appropriate parametric method.

4.5.2 Reliability: Transactional leadership

The following variables questions were applied to assess reliability in transactional results. Seven questions were used, and only one case was removed in order to improve internal consistency. B3: Ward councillor interfere in the administration of the local municipality; B7: Ward councillor values honesty more than profits; B8: Ward councillor prioritises his/her own needs ahead of the needs of the community he/she serves; B9: Ward councillor fails to get involved until problem(s) become worse; B11: Ward councillors ignore the needs of the community they serve once they are elected; B18: Ward councillor only pays attention to serious problems and B19: Ward councillor fails to get involved until problem(s) become worse.

Table 4.10: Summary of reliability results for transactional leadership

Case Processing Summary			
		N	%
Cases	Valid	119	99,2
	Excluded ^a	1	0,8
	Total	120	100,0
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	
0,812	0,807	7	

According to Table 4.10, all the seven questions received a Cronbach Alpha of higher than 70% falling within an acceptable range which implies that there is internal consistency and the questions can achieve their intentions.

Table 4.11 Individual reliability results for Transactional leadership

Item	Questions	Cronbach's Alpha if Item Deleted
B3	Ward councillor interferes in the administration of the local municipality.	0,787
B7	Ward councillor values honesty more than profits.	0,791
B8	Ward councillor prioritise his/her own needs ahead of the needs of the community he/she serves.	0,848
B11	Ward councillors ignore the needs of the community they serve once they are elected.	0,778
B18	Ward councillor only pays attention to serious problems.	0,758
B19	Ward councillor fails to get involved until the problem(s) become worse.	0,752
B9	Ward councillor fails to get involved until the problem(s) become worse.	0,778

Table 4.11 depicts the individual Cronbach Alpha for each statement assessing Transactional. Each question had above 75% which implies that all variables can be tested and will aid reliable representation of transactional results that can be validated using an appropriate parametric method.

4.5.3 Summary of descriptive statistics

Table 4.12 Summary of descriptive statistics (Service delivery, transformational and transactional leadership)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Service delivery	120	1,67	4,00	2,7836	0,60544

Transformational leadership	120	1,42	4,00	2,8275	0,57300
Transactional leadership	120	1,00	3,86	2,3063	0,61097
Valid N	120				

Service delivery resulted in a mean of 2.8 which is above the midpoint of 2 implying that the majority of participants agreed that Service delivery was from great to very great extent. Transformational received close to 3 responses indicating that majority of participants agreed to most of the transformational questions compared to 2.3 that was received for transactional questions. Although the majority of participants agreed with most of the transactional statements the level of responses deviated by 0.6 which implies that there is a certain degree where participants disagreed when comparing the standard deviation on service delivery and transactional statements. These can be seen in the minimum and maximum achieved for Transactional (4.1 to 4.4) compared to 1.62 – 4 for service delivery and 1.42 – 4 for transformational. Both service delivery and transformation's minimum start from either slight extent and disagree whereas for transactional starts from 1 representing a strongly disagree feeling and never reach a maximum of 4 while service delivery and transformational have better satisfaction levels by reaching a maximum of 4

4.6 COMPARISON RESULTS

The results were tested in three different categories, i.e. service delivery, transformational and transactional. The association with demographic level and the difference in responses level in order to address the research questions of the study.

Table 4.13: Gender by Service delivery, Transformational and Transactional leadership.

Gender		N	Mean	Std. Deviation	p-value
Service delivery	Male	57	2,7581	0,65226	<0.001
	Female	63	2,8067	0,56403	
Transformational	Male	57	2,8310	0,58170	<0.001

	Female	63	2,8243	0,56967	
Transactional	Male	57	2,3459	0,61145	<0.001
	Female	63	2,2706	0,61322	

According to Table 4.13, results show a significant majority of above a reference midpoint of 2 and agree that there is service delivery, transformational and transactional to a great extent. Furthermore, the results revealed that there is a significant deviation between participants' responses that agree compared to those that do not agree by above 0.5 bases. The p-value of less than 0.01 shows that there is a significant difference between participants' responses that agree to those that do not agree in both genders.

Table 4.14: T-test results by categories

	t-test for Equality of Means								
								95% Confidence Interval of the Difference	
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Service delivery	1,823	0,180	-0,435	111	0,6644	-0,0487	0,1119	-0,2703	0,1730
Transformational Leadership	0,000	0,986	0,064	116	0,9493	0,0067	0,1053	-0,2018	0,2153
Transactional Leadership	0,255	0,614	0,672	117	0,5026	0,0753	0,1119	-0,1464	0,2969

The t-test results are presented in Table 4.14 to test the difference in responses by each category. When the means of different categories were tested by gender, results

show that responses did not differ significantly indicating that the responses were similar by gender since the F test results of 1,823 are less than the expected F, and a p-value of 0.66 is higher than the p-value of 0.05. The results were similar for transformational and transactional leadership. This implies that participants' responses did not differ by Gender for all the three Categories. Gender did not influence in the manner in which participants responded to the questions.

Table 4.15: Categories by Occupation

Occupation		N	Mean	Std. Deviation	p-value
Service delivery	Ward Councillor	32	3,3915	0,42474	<0.001
	Manager/ Business Owner	88	2,5626	0,50174	
Transformational leadership	Ward Councillor	32	3,5160	0,33086	<0.001
	Manager/ Business Owner	88	2,5771	0,41512	
Transactional leadership	Ward Councillor	32	1,5357	0,38743	<0.001
	Manager/ Business Owner	88	2,5866	0,39903	

According to Table 4.15, the majority of Ward councillors (Mean= 3.39) are satisfied with service delivery compared to Managers or Business Owners (Mean = 2.56) and the responses are significantly different between them ($P < 0.001$). These same results were received for Transformation. However, the majority of ward councillor's participants were in disagreement to most of the transactional statements (Mean 1.53) compared to most Managers/Business owners who agreed (Mean 2.58). These responses also differ significantly between Ward councillors and Managers/Business Owners.

Table 4.16: t-test results by Categories

	t-test for Equality of Means								
								95% Confidence Interval of the Difference	
	F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Service delivery	0,076	0,784	8,992	65	0,0000	0,8290	0,0922	0,6448	1,0131
Transformational	1,471	0,228	12,801	69	0,0000	0,9389	0,0733	0,7925	1,0852
Transactional	0,059	0,809	-13,034	57	0,0000	-1,0509	0,0806	-1,2123	-0,8894

Results in Table 4.16 show that responses by categories (Service delivery, transformational and transactional leadership) did not vary significantly since F test = 0.076; 1.471; 0.056 respectively has p values of greater than 0.05 for all the categories confirming that variance in itself was not significant and that most were in agreement compared to disagree. However, the t-test results show that between the ward councillors and Managers or Business owners, the responses did differ significantly ($t=8,992$; $12,801$; $-13,034$) with p values of $p<0.001$. The t-test results imply that while the majority of ward councillors and Managers or business owners agree to service delivery satisfaction and transformational leadership, the majority of ward councillors did not agree to transactional leadership compared to managers and business owners who agreed. (The statements for transactional leadership were in which ward councillors did not agree to be: Ward councillors interfere in the administration of the local municipality; Ward councillors value honesty more than profits; Ward councillors prioritise his/her own needs ahead of the needs of the community he/she serves; Ward councillors fail to get involved until problem(s) become worse; Ward councillors ignore the needs of the community they serve once they are elected; Ward councillors only pay attention to serious problems and Ward councillors fail to get involved until

problem(s) become worse). These received a mean of 1.5 which is below a midpoint of 2.

Table 4.17: Categories by Municipality

Municipality		N	Mean	Std. Deviation	p-value
Service delivery	Soweto	49	2,9102	0,55487	0,02500
	Sandton	30	2,5356	0,60736	
	Midrand	41	2,8138	0,62201	
	Total	120	2,7836	0,60544	
Transformational leadership	Soweto	49	2,7740	0,48273	0.6959
	Sandton	30	2,8557	0,68289	
	Midrand	41	2,8708	0,59415	
	Total	120	2,8275	0,57300	
Transactional leadership	Soweto	49	2,2983	0,54700	0.3037
	Sandton	30	2,1810	0,57258	
	Midrand	41	2,4077	0,70099	
	Total	120	2,3063	0,61097	

According to Table 4.17, results show that responses relating to service delivery significantly differed by a municipality. Majority of participants that agreed compared to those that disagreed to service delivery satisfaction were Soweto (2.9) followed by Midrand then Sandton ($p=0.02$). Regarding transactional and transformation leadership, all responses had a mean above 2 indicating that those that agreed were in the majority. Results for transformational leadership ($p=0.69$) and transactional leadership ($p=0.30$) responses did not significantly differ per municipality.

The majority of the participants agreed to statements regarding transformational leadership based on a mean above the midpoint of 2 from all municipalities. Thus all municipalities are in agreement to transformation leadership effectiveness. However, transactional leadership effectiveness shows similar results although in this case participants were not convinced about transactional effectiveness since the mean is close to midpoint of 2.

The difference in responses by municipalities is on service delivery but not in transformational and transactional leadership.

Therefore service delivery has to be improved since there are different responses while transformational leadership effectiveness has been agreed to; however, transactional leadership poses a level of uncertainty between participants of different municipalities.

Thus results show that the area of a municipality influences responses. Soweto is more satisfied with service delivery (2.9) compared to transformation ((2.7) and transactional (2.2). While Sandton is happier with transformation (2.85) compared to service delivery (2.81) and transactional (2.1) whereas Midrand agreed to Transformation (2.87) and service delivery (2.81) compared to Transactional (2.40).

Table 4.18: Analysis of variance

ANOVA		Sum of Square	df	Mean Square	F	Sig.
Service delivery	Between Groups	2,669	2	1,334	3,812	0,025
	Within Groups	40,951	117	0,350		
	Total	43,620	119			
Transformational leadership	Between Groups	0,241	2	0,121	0,364	0,696
	Within Groups	38,830	117	0,332		
	Total	39,071	119			
Transactional leadership	Between Groups	0,896	2	0,448	1,204	0,304
	Within Groups	43,525	117	0,372		
	Total	44,421	119			

Table 4.18 depicts the analysis of variance between the three categories. The results show that service delivery responses between groups, i.e. Gender, Occupation, Municipality differed significantly between those who agreed and disagreed with the statement regarding service delivery ($p=0.02$) which implies that the majority agreed compared to those who disagreed with the statements regarding service delivery. However, there was no significant variation concerning transformation ($p=0.6$) and transactional ($P=0.3$) responses; the responses were similar between groups which indicated that participants were undecided.

Table 4.19: Categories of a Municipality based on occupation

Service delivery	Municipality	N	Ward councillors	Managers/Business Owners
	Sandton	30	2,5356	
	Midrand	41	2,8138	2,8138
	Soweto	49		2,9102
Transformational leadership	Soweto	49	2,7740	
	Sandton	30	2,8557	
	Midrand	41	2,8708	
Transactional leadership	Sandton	30	2,1810	
	Soweto	49	2,2983	
	Midrand	41	2,4077	

Results in Table 4.19 show that the majority of participants who agreed to great service delivery satisfaction were Ward councillors in Sandton and Midrand and Manager/ Business Owners in Midrand and Soweto. No contribution was obtained from Ward councillors in Soweto and Managers /Business Owners in Sandton as far as service delivery is concerned. Ward councillors from all three municipalities were in the majority agreeing to transformational and transactional leadership while no contribution was made by managers/ Business Owners.

Table 4.20: Spearman's rho Correlation analysis results

		Service delivery	Transformational	Transactional
Service delivery	Correlation Coefficient	1,000	.564**	-.505**
	Sig. (2-tailed)		0,000	0,000
	N	120	120	120
Transformational leadership	Correlation Coefficient	.564**	1,000	-.511**
	Sig. (2-tailed)	0,000		0,000
	N	120	120	120
Transactional leadership	Correlation Coefficient	-.505**	-.511**	1,000
	Sig. (2-tailed)	0,000	0,000	
	N	120	120	120

The results in Table 4.20 show that there is a significant positive correlation of 56% between Service delivery and transformational leadership compared to a significant but negative correlation to transactional leadership. This implies that every improvement in service delivery is associated with improvement in transformational leadership while improvement in service delivery eradicate transactional leadership behaviours such as Ward councillor interfere in the administration of the local municipality; Ward councillor values honesty more than profits; Ward Councillor prioritises his/her own needs ahead of the needs of the community he/she serves; Ward councillor fails to get involved until problem(s) become worse; Ward councillors ignore the needs of the community they serve once they are elected; Ward Councillor only pays attention to serious problems and ward councillor that fails to get involved until problem(s) become worse.

4.6 Summary results

This chapter provided results and interpretation of the study. It established that the leadership of ward councillors is essential in the local governance which in the context of this is service delivery towards businesses within the municipality. Leadership effectiveness of transformational and transactional was assessed per municipality and comparison was also conducted among the three municipalities. The data collection instrument which was questionnaires covered demographical information, service delivery and leadership styles. The quantified responses from participants indicated that ward councillors have the ability to influence and monitor the implementation of municipality resources.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The study looked at the leadership impact on business growth amongst the Local Municipalities at the Johannesburg Metropolitan. The chapter will provide concluding remarks and recommendations relating to the study.

For the past few years, South African political leadership has been challenged with changes in leadership, producing unfavourable economic outcomes. Therefore, this to a certain extent has caused the South African economy to slip into recession. Johannesburg Municipality is the hub of South African economic growth. Leadership plays a vital role in sustaining business growth by providing services and policies that will be favourable to businesses. Provision of essential services by the government is a constitutional right to everyone. Service interruption has an impact on business as a business are is to provide whatever services or products he/she is offering to their customers.

In the previous chapter of the study, it was found that most of the participants were in agreement with service delivery and transformational and contrarily disagree to transactional leadership, ranging from the level of service delivered to them, quality of water, electricity interruption, the role of Ward councillors in terms of transformational and transactional leadership etc. This chapter will try to propose measures so that the municipality and the administration can provide essential services to the community to enhance business growth.

5.2 SUMMARY OF THE STUDY

Chapter one of this study gave an introduction to the whole research under review, as well as the background of the study area, which is the Local municipalities within the Johannesburg Municipality. It included the problem statement of the study, the research objectives, both primary and secondary, the significance of the study, the geographic and demographic profiling of the respondents, the research design and methodologies, the delimitation as well as the research methodology.

Chapter two focused on the literature review of the study, and it researched the relevance of the study. The literature review was crucial, and it considered different leadership roles and the influence of service delivery on business growth. It also discussed the interference of political leaders on the service delivery, furthermore state the other related issues such the attitude of leader's inability to communicate and meet the needs to communities due to the political protection, communities taking a personal decision to vent their anger to local leaders instead of relating their issues with the provincial government etc. Literature also focused on the leadership style theories and the impact on businesses if the municipality does not address these issues.

Chapter four dealt with the analysis and interpretation of results obtained from the questionnaires, which were particularly important in highlighting the leadership impact of business growth through service delivery. The data collection instrument regarding questionnaires assisted in gathering information deemed necessary for the study which in turn assisted in obtaining results.

Chapter five provides a summary and conclusion for the highest factor analysis on service delivery namely, electricity interruptions are attended to quickly, Local municipality is providing sustainable services to residents, I am satisfied to pay for good services rendered, I always receive feedback on matters submitted to Council, Ward councillor in my area responds quickly to residents' service-related complaints, Ward councillor allows active participation of residents in services they need, Roles of Ward councillors are communicated to residents, Ward councillor sets performance standards, Ward councillor prioritises his/her own needs ahead of the needs of the community he/she serves, Ward councillor values honesty more than profits and Ward councillor interferes in the administration of the local municipality.

5.3 HYPOTHESIS

H1: Transformational and transactional leadership style is adopted by leaders in the selected Johannesburg municipalities.

According to Table 4.17, results show that responses relating to service delivery significantly differed between municipalities. The majority of participants who agreed compared to those that disagreed to service delivery satisfaction were Soweto (2.9) followed by Midrand then Sandton ($p=0.02$). Regarding transactional and

transformation leadership, all responses had a mean above 2 indicating that those that agreed were in the majority. Results for transformational leadership ($p=0.69$) and transactional leadership ($p=0.30$) responses did not significantly differ per municipality.

The majority of the participants agreed to statements regarding transformational leadership based on mean above the midpoint of 2 from all municipalities. Thus all municipalities are in agreement to transformational leadership effectiveness. However, transactional leadership effectiveness shows similar results although in this case participants were not convinced about transactional effectiveness since the mean is close to midpoint of 2.

The difference in responses by municipalities was on service delivery but not in transformational and transactional leadership.

Therefore service delivery has to be improved since there are different responses while transformational leadership effectiveness has been agreed to – however, transactional leadership poses a level of uncertainty between participants of different municipalities.

Overall results on leadership styles adopted by municipal ward councillors shows that transformational leadership more effective than transactional leadership, this indicates that present leadership styles needs to be improved in order to perform and deliver a good service in their respective wards. This can be done through community involvement in decision making process, regular communication and improve the effectiveness of services rendered by means of creating forums.

H2: Transformational and transactional leadership style has a positive relationship to service delivery in the selected Johannesburg municipalities.

The results in Table 4.20 show that there is a significant positive correlation of 56% between service delivery and transformational leadership compared to a significant but negative correlation to transactional leadership. This implies that every improvement in service delivery is associated with improvement in transformational leadership while improvement in service delivery eradicate transactional leadership behaviours.

Therefore attention on fulfilling community needs in services delivery should be evaluated in order to improve performance and services rendered. Ward councillor's

needs to adopt a more effective process and draw up uniform practices that will address issues that arise within the municipality. Effectiveness of the service delivery needs a good team management within the municipality in order to adopt a culture that will enhance strategies by means of implementation of a better communication policy and review existing ones.

H3: Transformational and transactional leadership style has a positive impact on business growth.

Results in Table 4.19 show that Majority of participants who agreed to great service delivery satisfaction were Ward councillors in Sandton and Midrand and Manager/ Business Owners in Midrand and Soweto. No contribution came from Ward Councillors in Soweto and Managers /Business Owners in Sandton as far as service delivery is concerned. Ward Councillors from all the three municipalities had majority agreeing to transformational and transactional leadership while no contribution from Managers/ Business Owners.

Businesses suffer losses when service delivery is interrupted and no effective communication. Emphasis on development better infrastructure should be a priority. Ward councillors need to continuously review and implement better processes to deal with backlog. A culture that encourages excellency should be adopted in all municipality.

Therefore service delivery has to be improved since there are different responses while transformational leadership effectiveness has been agreed to – however, transactional leadership poses a level of uncertainty between participants of different municipalities.

5.4 SUMMARY OF FINDINGS

From the discussion of research hypothesis above, the following may be drawn as the main findings:

- There are divisions regarding a number of variables on aspects; this does not only bear elements of inconsistencies, but also brings about uncertainty on the leadership styles that needs to be adopted per municipality. There are other leadership styles that can be adopted apart from transformational and transactional leadership in order to improve efficiency and the styles of

leadership. Ward councillors need to participate fully in their respective communities, be transparent and available to render efficient service delivery even before any major interruptions such as strikes.

- The percentages, whether agreeing or disagreeing, do not measure to satisfactorily high percentages. Service delivery to a certain extent it is still an issue. There are challenges in service delivery, new strategies need to be implemented to improve the efficiency of services rendered. Ward councillors need to improve continuously and do proper contingency planning to attend to issues in time before they can escalate out of control.

Excellency in service delivery as well as communication policies need to be revised and implemented to align with the objectives, vision and mission of the municipality.

- This is an indication that the processes, procedures and practices are not effectively implemented. Leadership and service delivery have a great impact on business growth. Non-performance of leaders to address arising issues from the ward they are serving creates serious challenges to businesses as businesses cannot function fully due to interruptions. This has a great impact on profits. Leaders need to understand that businesses are contributors to economic growth.

5.5 LIMITATIONS OF THE STUDY

- The study was limited to three local municipalities with the South African context, therefore the results cannot be generalised to all local municipalities, neither within South Africa nor globally.
- The study was limited to ward councillors and managers/business owners.
- The method that was used for data collection primarily focused on questionnaires.

5.6 FUTURE RESEARCH

- A study should be conducted in other municipalities to determine the level of service delivery, leadership and business growth.

- A further study should be conducted in understanding the municipality structures that will enhance business growth.
- A study should be conducted to understand the link between local leadership in our communities and the impact of leadership on business growth.

5.7 RECOMMENDATIONS FOR POLITICAL LEADERSHIP IMPACT ON BUSINESS GROWTH

- Political maturity should be exercised in provincial government councils, more specifically among the different political parties. The essential issues such as good governance, best practices and enhanced service delivery, in turn, also improve the better functionality of businesses and increases business growth.
- Political parties should ensure that all municipal officials are positioned to local government, especially those holding leadership positions are committed and should be passionate about enhancing service delivery and improving the lives of residents in local communities and encourage business development within their respective municipalities.
- Ward councillors should avail themselves to the community to get a better understanding of their needs and address any frustrations that they have before they embark on a protest.
- Political parties should implement criteria for choosing leaders to avoid incompetence in local municipalities.
- The role of leaders should be communicated with a better understanding so that leaders know the impact of the decision on business growth.
- The national government should provide leadership training as well as entrepreneurial or economics training to all the leaders for them to understand the impact on the economy.
- Implement plans that have clear goals, objective, roles and timelines per municipality for leaders to take accountability and lead with integrity.
- Implement a public platform whereby if issues are not resolved within a certain period of time the leader should be removed to avoid protests, instead of waiting for the political party to act.

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ANNEXURE 1: LETTER OF APPROVAL



CITY OF JOHANNESBURG

METROPOLITAN MUNICIPALITY

Councillor Vasco da Gama

Speaker of Council

Ms Sibiya

Unit 181 Bel Aire

Langeveld Road

Vorna Valley

Midrand

1685

21 May 2018

Dear Ms Sibiya,

RE: REQUEST TO UNDERTAKE RESEARCH STUDY

With reference to your e-mailed correspondence dated 15 May 2018.

I would like to confirm that you may undertake your research interviews with the Ward

Councillors of the City of Johannesburg. Please note that the Councillors will be requested to avail themselves if possible.

Please liaise with Joanne van Greunen in my office (011 407 7468/083 445 1397/ joannev@joburg.org.za) with regards to contacting the Councillors.

ANNEXURE 2: RESEARCH QUESTIONNAIRES

SECTION A: BIOGRAPHICAL INFORMATION

The following information is needed to enable meaningful data analysis. We appreciate your help in providing this important information. Please mark the applicable block with a cross(X). Please complete all questions to the best of your ability.

Bio 1	Gender:	1. Male	2. Female
Bio 2	Municipality:	1. Soweto	2. Sandton 3. Midrand
Bio 3	Occupation:	1. Ward Councillor	2. Manager/ Business Owner

SECTION B: In completing this questionnaire, clearly mark with an (X) in the light number boxes. The choices are as follows: 1 = to almost no extent, 2= to slight extent, 3= to great extent, 4= to very great extent.

1	2	3	4		
To almost no extent	To a slight extent	To a great extent	To a very great extent		
A1	I am satisfied with service delivery.	1	2	3	4
A2	I am satisfied to pay for good services rendered.	1	2	3	4
A3	I am satisfied with the quality of drinking water.	1	2	3	4
A4	Local municipality is providing sustainable services to residents.	1	2	3	4
A5	Electricity interruptions are attended to quickly	1	2	3	4
A6	Local municipal roads are in good conditions.	1	2	3	4
A7	Refuse removal and waste collections are done regularly on weekly basis.	1	2	3	4
A8	I find it easy to obtain information I have requested.	1	2	3	4
A9	Waterborne sewerage systems work effectively.	1	2	3	4
A10	Law enforcement and traffic services are visible in my area.	1	2	3	4
A11	I always receive feedback on matters submitted to Council.	1	2	3	4
A12	Property valuations are reasonable.	1	2	3	4
A13	I know how to get hold of my Ward Councillor	1	2	3	4
A14	Potholes are repaired quickly.	1	2	3	4

A15	My ward is provided with an effective fire service.	1	2	3	4
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SECTION C:

In completing this questionnaire, clearly mark with an X in the light number boxes. The choices are as follows: 1 =Strongly Disagree, 2= Disagree, 3= Agree, 4= Strongly Agree.

1		2	3	4			
Disagree strongly		Disagree	Agree	Agree strongly			
B1	Ward councillor in my area is doing well to address service delivery backlogs.			1	2	3	4
B2	Effective roles by Ward councillors improve service delivery.			1	2	3	4
B3	Ward councillors interfere in the administration of the local municipality.			1	2	3	4
B4	Ward councillor in my area responds quickly to residents' service-related complaints.			1	2	3	4
B5	Ward councillor communicates regularly with the community.			1	2	3	4
B6	Ward councillor in collaboration with the local municipality meets the basic needs of our community.			1	2	3	4
B7	Ward councillor values honesty more than profits.			1	2	3	4
B8	Ward councillor prioritises his/her own needs ahead of the needs of the community he/she serve.			1	2	3	4
B9	Ward councillor fails to get involved until problem(s) become worse.			1	2	3	4
B10	Ward councillor informs community in time in case there would to be any services affected.			1	2	3	4
B11	Ward councillors ignore the needs of the community they serve once they are elected.			1	2	3	4
B13	Full-time ward councillors ensure that crucial service delivery backlogs challenges are addressed.			1	2	3	4
B14	Ward councillor sets clear and achievable targets.			1	2	3	4
B15	Ward councillor allows active participation of residents in services they need.			1	2	3	4
B16	Roles of ward councillors are communicated to residents.			1	2	3	4
B17	Ward councillor sets performance standards.			1	2	3	4
B18	Ward councillor only pays attention to serious problems.			1	2	3	4
B19	Ward councillor fails to get involved until problem(s) become worse.			1	2	3	4
B20	Ward councillor forwards residents service delivery complaints to the local municipality			1	2	3	4

THANK YOU FOR YOUR TIME