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Challenges Hampering Leadership Development within Public Enterprises in South Africa

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Abstract: For the world to be a preferred global village, countries in different continents need to get closer to each other not only through the demolition and removal of borderline barriers that separate them, but through international trade and integrated economy. The country's prosperity is a consequence of the ability by state owned as well as private companies to perform efficiently and competitively. It is critical therefore that for these companies to perform and operate competitively, their visions and missions require visionary leaders who have appropriate foresight, so as to steer the business boat to the right direction. State owned organization in particular can attain their visions if their leaders are knowledgeable of business proficiencies. It should be realized that leaders are not only born to lead but that outstanding leaders are also made. Proper, relevant and adequate leadership development programs are keys to focused business intent. A company that retracts from developing its leaders is not only bound to be a laggard but is doomed to an ultimate downfall. Indeed, a country should identify the problem area so as to decisively and proactively deal with the operational challenges. For the challenges that hamper leadership development to be overcome, it is critical to lay down the background of the problem area, so as to have focused solutions.

Keywords: Leadership; Development; Drivers; Challenges.

1. Introduction

If leadership was to be compared to an electric circuit, it was going to be a closed one. This means that there should be no open gap between a leader and his/her follower. Operationally, an employee is supposed to be more knowledgeable of his/her sphere of work such that he/she can be in the position to be better than his/her manager thereby closing the leadership gap. For the aforesaid to be possible, organizations, public enterprises in particular should develop their employees such that they are capable of filling the leadership position should the opportunity arise. Leadership development calls for commitment, dedication, purposeful action and selflessness from those who are to impart the leadership knowledge and skills. Although everyone could advertently possess some or all of the attributes mentioned above, it would seem that public enterprises of South Africa are finding it difficult to develop leaders who would be able to takeover positions on a succession basis. This study seeks to explore challenges that are currently hampering leadership development within public enterprises of South Africa, so as to suggest means and strategies that can be applied to the benefit of the country's economy and business efficiency.

2. Conceptual Framework

This section reviews literature regarding leadership development as cited by various authors. This is done to ensure that the study presents the reader thereof with the relevant tested knowledge and to support its contents.

2.1. Leadership Development as a Concept

In this section, literature regarding leadership, development, leadership development as a concept, leadership developmental challenges and drivers of leadership development will be briefly reviewed. Megginson *et al.* (1992) define leadership as a person's ability to influence others to work towards achieving personal and organizational goals. This definition is supported by Greenberg and Robert (2000) who argue that leadership is a process whereby individual influence other group members toward attaining defined group or organizational goals. Truelove (2009) on the other hand asserts that leadership is concerned with the needs regarding promotion of new learning, taking an individual, an occupation or even the whole organization into new learning areas.

On the other hand, Pal (2011) asserts that, other than management, leadership entails influencing, guiding in direction, course or opinion. Hough *et al.* (2007), argue that depending on the context, when defined in a transformational context, leadership implies the transformation of an organization through the development of a

vision, the communication of vision to the members and then mobilizing them to accept, help achieve and institutionalize the changes.

However according to [Topchik \(2007\)](#), leadership is an art of getting people to willingly do their jobs by providing the right type of environment for them to want to succeed. To support the preceding definition, [Fritz \(2005\)](#), argues that leadership entails developing a work climate that encourages trust, candor and open communication with a free sharing of work-related information.

[Johnson et al. \(2011\)](#) however, argue that leadership entails individuals (or perhaps a small group of individuals) whose personality, position or reputation gives them dominance over the strategy development process. On the other hand [Hawkins \(2011\)](#) argues that leadership does not reside in an individual, for leadership is always a relational phenomenon which at a minimum requires a leader, follower and a shared endeavor.

For the preceding definition to hold water, [Grobler et al. \(2002\)](#) assert that leadership entails development of inspiring vision, transforming all the people into a cohesive team, infusing them with enthusiasm and creating a climate in which all employees will want to identify spontaneously with the company and its ideas. [Armstrong \(2010\)](#) argues that, although development goes hand-in-hand with learning, it is a process of acquiring and developing knowledge, skills, capability, behavior and attitude through experience, guidance and coaching provided by managers and others as well as self-directed or self-managed learning activities.

According to [DeCenzo and Robbins \(2008\)](#), development involves employees training, which entails emphasizing on skills development and changing of attitude amongst others. [Bakin and Cardy \(2001\)](#) argue that unlike training, development has a wider focus, longer time frame and broader scope. According to [Botha et al. \(2013\)](#) referencing (Rees & French, 2010) assert that development is a process of growing employees and preparing them or equipping them for different, better or bigger things.

However [Gerhart and Wright \(1997\)](#) argue that development refers to the acquisition of knowledge; skills and behaviors that improve employees' ability to meet changes in the job environment and in client and customer demands. From a different view point, ([Adair, 2011](#)) asserts that leadership development involves steps on the ladder which include promotions to bigger and more important jobs and are usually sign-posted by the salary that goes with them, where each significant step will involve large responsibility for people.

[Barna and Dallas \(2010\)](#) however assert that Leadership development, in some form or fashion, is always about leaders being coaches. [Jamieson and O'mara \(2000\)](#) argue that, for some managers, shift in the workforce have been threatening, producing anger and act of defensiveness. Although challenges do exist towards leadership development, [Hanna \(2007\)](#) believes that leadership development ensures adaptation to global changes because everything in the global age is subject to change and everything is in schedule. To support the previous author, [Heath \(2010\)](#) indicates that, development, which includes self-development, has the real benefit which is that, it keeps our skills relevant especially in this constantly changing world.

One may convincingly deduce from the preceding definitions that there are different possible challenges as well as drivers of leadership development. It is therefore imperative for the public enterprises' current leaders to take cognizance of the need to develop new leaders who will successfully takeover when the need arises. Although it is apparent that there are possible challenges that may hinder leadership development, organizations are most likely to benefit from aggressive development of potential leaders. This have propensity of ensuring business sustainability as well as ensuring that the state becomes exemplary to the business community. When both the public and private enterprises are led by fit for purpose leaders, the country will be assured of positive economic growth, reduction of unemployment rate as well as alleviation of poverty.

3. Statement of the Problem

The prosperity and economic health of a country is dependent on the skills of the public enterprises' leaders. South Africa has numerous state owned organizations which include amongst others: Eskom, South African Post Office, South African Police Services, South African Railways, South African National Defense Force and South African Revenue Services to mention just a few.

Although some of these organizations are not for profit, the government expects these institutions to operate efficiently in order to support the country so as to ensure sustainable economy. Currently, the country is faced with public enterprises that are led by aging personnel who will inevitably depart with their skills and knowledge in a very near future. It would seem that the current leaders are reluctant to pass over the knowledge to the new generations due to various challenges.

Preliminarily, it would seem that the current leaders are fearful of takeover by the new generation or are reliance on the phenomenon of the government to call back leaders who are on retirement to rejoin the sectors in order to retake the leadership positions. Furthermore, current leaders seem to hold back due to lack of both intrinsic and extrinsic motivation from the organizations. It is apparent that public enterprises have a critical role to play in ensuring and driving the issue of succession plans. This is because, for the new leaders to be competent, they need skills and correct attitude which can only be imparted through effective leadership development.

The lacuna that exist between the current situation and where South Africa would like to be can be filled through the application of a motto: "If everyone does a little, together we can do a lot". It is therefore evident that leadership development challenges can be effectively dealt with through concerted efforts by all who are currently knowledgeable and committed to do so. The aforementioned challenges that are currently facing South Africa have prompted the researcher to embark in this type of the study, so as to suggest or recommend measures and strategies that can be applied in order to close the leadership gaps as well as to trigger further research on the topic.

4. Objectives and Research Questions

In order to achieve the intended aim of the study, the following objectives were pursued:

- To explore challenges that hamper leadership development within different public enterprises in South Africa,
- To ascertain whether there are leadership succession plans in the area of the study,
- To establish whether there are potential leaders who need development to enhance their leadership skills in the area of the study,
- To investigate whether young and upcoming leaders do get the necessary support in order for them to cope with the rapid changing business goals and
- To provide recommendations and measures that can be implemented to effectively deal with challenges that hamper leadership development in the area of the study.

From the above objectives, the following questions arise:

- What challenges are currently hampering leadership development within different public enterprises in South Africa?
- Are there leadership succession plans in the area of the study?
- Are there potential leaders who need development to enhance their leadership skills in the area of the study?
- Do young and upcoming leaders get the necessary support in order for them to cope with the rapid changing business goals? and
- What recommendations and measures can be implemented to effectively deal with challenges that hamper leadership development within public enterprises in South Africa?

5. Methods

5.1. Data Collection and Analysis

The study was aimed at exploring challenges that seem to be hampering leadership development within public enterprises in South Africa. Although there is a number of state owned organizations in the country, only a selected few formed part of the study due to time and resources constraints. Data was collected using a qualitative paradigm. This approach was chosen so that the research could gain an understanding of meanings that the employees attach to various events at their sphere of work.

Twenty one randomly selected participants took part in the study. Of the total sample, eleven were female whilst ten were males. The research ethics has been observed prior, during and after the study. Real names of participants, organizations and provinces were not revealed, so as to protect both the participants and their organizations. It is expected that although pseudonyms have been used, managers, officials as well as employees of public enterprises will be able to learn from the findings and recommendations of the study.

6. Results and Discussion

6.1. Data Analysis

- 1) **Case Study 1** reveals that an employee has been appointed in compliance to processes. Furthermore, it is evident that the organization was aware of the employee's incompetency but nevertheless appointed her in the position only to set her on a failure route. In addition to the above, the employee's prospect to grow is blurred as there is lack of leadership development in the department.
- 2) **Case Study 2** highlights that the enterprise, through its agent (management) promotes despising of policies. It further highlights that an employee's dedication and hard work benefits the organization whilst it disadvantages the employee. Finally, it reveals that an employee's wellbeing is seen as worth of results-based whilst occupational health is disregarded.
- 3) **Case Study 3** indicates that an employee's further education is inversely proportional to his/her consideration for promotional prospects. It further reveals that the organization may only accept innovative ideas from a highly ranked official and not from the operational staff. It would seem that the enterprise would only sponsor the studies of the current leaders rather than investing in the future. Furthermore, leadership development seems to be an act that if implemented will threaten the positions of current leaders.

7. Findings

7.1. Findings from the Case Studies

- Blame fixing on alleged lack of company funds,
- Lack of succession plans,
- Fear of new entrants in the leadership sphere,
- Lack of experienced leaders' willingness to transfer knowledge and skills,
- Abuse of power by old leaders,
- Lack of cultural change in the organization,
- Lack of adherence to Individual Development Plans and
- New leaders being set to fail by organizations.

7.2. Findings from the Structured Interviews

Findings from the case studies have been augmented by those from the structured interviews which the researcher conducted on 21 participants who were randomly selected from different public enterprises in South Africa. From the structured interviews, the following findings were made:

- Leaders who are in current positions are reluctant to transfer their skills and knowledge,
- Existing leaders feel threatened by possible entrance of new generation,
- Organizations have policies that govern the development and implementation of IDP's although managers are reluctant to carry the lawful order,
- IDP's are completed and signed yearly only to comply with the HRM requirements,
- The issue of succession plans does not form part of the organization's policies,
- There are no signs of consideration for the future effective leadership that would have fore sighting,
- Suggestions from the operational staff members are regarded as worthless without being tested,
- Innovative ideas from the lower level employees are only considered when they are reinvented and re-introduced by senior personnel,
- Leadership development is seen as negative conflict enhancing mechanism,
- Current leaders do not seem to care for the organizational interest and
- It would seem that current leaders would like to see the collapse of organizations when they (current leaders) will have left.

8. Recommendations

The following recommendations flow from the findings of the study:

8.1. Lack of Company Funds

The Chief Executive Officers (CEO's) of each organization should urge senior management, especially the General Managers (GM's) to refrain from hiding behind organizational lack of funds. Furthermore, these managers should be reminded that leadership development is what makes up the organization. The CEO's should instruct all GM's to introduce, monitor and control Key Performance Indicators (KPI's) for leadership development.

8.2. Lack of Succession Plans

Managers and departmental leaders should be urged to adhere to the operational succession plans. Employees, Human Resource Practitioners (HRP's) of all organizations should be encouraged to partake in succession plans so as to ensure continuation of business efficiency long after the current leaders are out of the organization.

8.3. Fear of New Entrants in the Sphere of Leadership

The current experienced leaders should be encouraged to transfer their skills to the new leaders knowingly that they (experienced leaders) are inevitably bound to exit the company through one way or the other. The experienced leaders should be reassured that new leaders are in no position to take over positions from them but to carry over the legacy after them. The new leaders should be reminded that although they might be theoretically educated, there is a need for them to learn from the experienced ones and they should thus treat them with due respect.

8.4. Lack of Experienced Leaders' Willingness to Transfer Knowledge and Skills

The experienced leaders should be reassured that they should leave a legendary leadership when they exit the company so as to ensure that the organization can cater for their (experienced leaders) children and grandchildren as well as for the benefit of the country. Furthermore, the experienced leaders should be incentivized for cooperatively transferring of knowledge and skills.

8.5. Depiction of Absolute Power by Old Leaders

The old and experienced leaders should be encouraged to refrain from abusing their powers. Furthermore, these leaders should be encouraged to be the company's vision drivers and refrain from disadvantaging the company through the act of subjectivity. In addition, these leaders should be reminded that power corrupts and that absolute power corrupts absolutely. The senior management should take corrective actions where reluctance to change is exhibited so as to enforce the company policy and ensure that the organization's legendary reputation is restored.

8.6. Lack of Cultural Change

General Managers of all public enterprises should be encouraged to apply a triple point when introducing transformation, these points are: Behavioral, Structural and Technological so as to ensure an integrated transformation that does not leave critical aspects behind. The old experienced leaders should be trained on organizational culture and behavior so as to ensure that they understand the need of constant changes in today's business for future benefits.

8.7. Lack of Adherence to Individual Development Plans

Managers should be contracted on the development of their junior leaders. Junior leaders should be encouraged to follow the escalation processes in cases where the signed IDP's are hindered unreasonably. The GM's should assure employees that the company will protect whistleblowers in cases of escalation in this regard.

8.8. Prospective Leaders Being Set to Fail by the Organizations

Human Resources Management (HRM) should be discouraged from appointing employees who are not suitably trained or qualified for the job. The HRM and senior managers should further be discouraged from compliance appointment as this sets employees into failure which in turn result in the organizational failure. Employees should be discouraged from accepting the responsibilities which they are consciously aware that they will not be able to handle due to lack of training and or experience.

8.9. Suggestions from the Operational Staff Members are regarded as Worthless without Being Tested

Organizations should at least test suggestions from the operations staff as they are the eyes and ears for such institutions. Furthermore, the operational staff members know and understand what does and does not work for the company.

8.10. Innovative Ideas from the Lower Level Employees are only considered when Such Ideas are reinvented and Re-Introduced by Senior Personnel

Innovations from the managerial level are book-based whilst those from the operational staff members are operations based. Public enterprises should refrain from engaging in theft of employees' intellectual properties but should encourage, recognize and award such employees for being innovative. Rewards could either be intrinsic or extrinsic depending on the company policies.

9. Conclusion

The study was intended to explore challenges hampering leadership development within public enterprises of South Africa. It is evident from the research that it was impossible to reach every participant or include all business entities in the country due to time and resources constraints. Although the scope of the study that was covered might seem minuscule to some, the outcome can be accepted and utilized as representative of the population.

Furthermore, this study does not only serve as eye opener for the business community, South African government and head of organizations but it will most likely prompt further study into the subject. Managers and officials of public enterprises are expected to learn a thing or two from the findings and recommendations. It is now up to heads of organizations to act purposefully.

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Appendices

1. Case Study One: Mrs. Tesiepply Lerakgwe (Pseudonym)

1.1. Participant's Background

Mrs. Lerakgwe is a 36 years old employee at Moske (pseudonym) for 5 years. Moske is one of South Africa's electricity supplying utilities. This employee is currently appointed as a senior supervisor for 2 years in the electrical build, maintain and repair section.

The current position entails management of human resources, management of employees' safety, management of the section's budget and ensuring continuity of electrical supply to the organization's customers. Prior to her present position she worked as a Technical Official (TO) at a Customer Network Centre (CNC) in the same section for a one year. This position (TO), is the lowest in the CNC environment. Tesiepply applied and got appointed as a Clerk of Works (COW) in Projects Management (PM) department of the same organization.

Mrs. Lerakgwe worked for 2 years as a COW and applied for the current position. This employee did not get opportunity to managed or lead other employees prior to being appointed at the current position. Her appointment was enhanced by the company's need to comply with employment equity. After she learnt that she was appointed, she felt extremely scared when she thought of the known difficulties of leading the CNC's experienced, hard nuts to crack team of technicians.

This employee was aware that she lacked leadership experience or relevant training and adequate field work exposure. She reluctantly wished that she was going to gain the most needed experience through official or on the job training which was not to be for the two years to date. She consciously requested for a personal coach and mentor which the organization would not provide. On the negative note, Tesiepply has constantly been reminded that: "You applied for the position knowing what it entails, so do what you are appointed to do and stop mourning".

1.2. Area and Scope of Responsibility

Mrs. Lerakgwe is currently appointed to lead the CNC which has been known to be corrupt, underperforming and tarnished with a number of misbehavior by a number of employees. The CNC's name is Madimapufhi (pseudonym). Illegal operation, unauthorized trips, illegal connection and disregard to take lawful orders by employees are the orders of day at this CNC. Mrs. Lerakgwe is required to ensure that the aforementioned mischiefs are cleaned up and Moske's reputation is restored and maintained.

Tsiepply is required to motivate a team of highly demotivated and unethically riddled employees who have been in the area for long enough to know its geographical corners. This team comprises of members who have developed a tendency of extending their monthly income through unethical means such as forged overtime and number of kilometers travelled. In short, this CNC is notorious and famous of not getting along with any supervisor who seems upright and ethical.

Surprisingly, the geographical size of the area of responsibility is smallest of the 52 CNC's under the Operating Unit with the list number of electrical substations and lines. In the contrary, this CNC has a highest number of misconducts committed by employees as compared to the rest. Furthermore, Tesiepply has a duty of ensuring employees' safety, public safety as well as developing her subordinates.

1.3. Current Position's Required Competencies

Other than the technical diploma and related trade test which Tesiepply does not possess, a CNC supervisor is required to possess leadership skills, management skills, negotiation skills, communication skills, business presentation skills, performance enhancement skills, problem solving skills, conflict handling skills, financial management skills, project management skills, computer literacy and an ability to handle labor related code of conducts. It is unfortunate that, of the aforementioned skills, Tesiepply has only the basics of computer literacy whilst she lacks all the others.

Tsiepply happened to be parachuted into the deep end unconsciously. It would seem that during the alleged compliance type of appointment, both the organization's management and the appointee were oblivious of the consequences of failure to a resource to the type of job in hand. It is apparent from the inability and frustration faced by this employee that lack of competency will continue to deter performance of the unit and ultimately the organization as a whole.

1.4. Individual Development Plan

For the duration of two consecutive years, Tesiepply has been completing her own Individual Development Plan (IDP) which thereafter was approved by her manager without any attempt to discuss the contents, constraints and relevancy to the task at hand not to mention the future promotional prospects.

Due to the business embargo to seriously reduce spending, none of the planned interventions ever materialized. This meant that, like it had been for all other employees, Tesiepply's development had to be kept on hold indefinitely. The indefinite withholding of training and development did not occur concurrently with the reduction of responsibility such as performance of leadership roles. This meant that the organization expected the employees to perform better than their competency levels.

Similar to the previous year's IDP, the latest one has not been considered. According to her manager, Tesiepply's is expected to perform to the satisfactory level despite her attempt to indicate that she requires relevant training. Tesiepply's manager (Mr. Pieter Verlien), kept reminding her that she should not have jumped into the water if she knew she could not swim. He further indicated to her that it was not his duty to baby-sit a supervisor.

Pieter made clear that a CNC senior supervisor's position is not for the weak and that she (Tesiepply) must find her own ways to ensure that business' targets are met. He (Mr. Pieter Verlien) also indicated that IDP's are meant to comply with the Human Resources Management (HRM) requirement and that she (Tesiepply) should treat her employees' IDP as such unless she was to use her own salary to develop the 17 employees under her control excluding herself.

1.5. Competencies of the next Rank in Line

The position which is in line with Tesiepply's current one is that of a Section Manager (SM). Other than a government ticket and a BSc degree, one should have all such skills that are required for a CNC supervisor which are: leadership skills, general management skills, negotiation skills, communication skills, business presentation skills, performance enhancement skills, problem solving skills, conflict handling skills, financial management skills, project management skills, computer literacy and an ability to handle labor related code of conducts.

Above all, the SM is expected to be knowledgeable of all the roles played by the senior supervisor. Relevant training, skills and positive attitude make up a key to be a successful SM which Tesiepply does not possess a fraction of.

1.6. Next Level Preparatory Coaching and Mentoring

Mr. Verlien has a total of 6 CNC senior supervisors reporting to him. According to him any of these supervisors may only occupy his position after his (Mr. Verlien) death as he does not intend resigning at it anytime soon. He (Mr. Verlien), is 44 years old, healthy and very energetic. He owns a farm as well as a private business.

According to Mr. Verlien, his spare times should rather be spent at his business site than coaching and mentoring employees who applied for the positions knowingly that they were not adequately trained for. Furthermore, he (Mr. Verlien) made it clear at more than three occasions that his Section cannot afford to underperform due to the ill-disciplined supervisors and their staff. Additionally, he explicitly mentioned that as an electrician, he expects all supervisors to realize that electrical field is not a medical Intensive Care Unit (ICU) and those who feel like not fitting in, they must fit off. It is apparent that there is no propensity for Tesiepply to be coached or mentored but she is left to fend for herself.

1.7. Analysis

Tesiepply is currently in the position which she legitimately applied for and succeeded. She was not aware that her appointment was based on compliance to the country's laws. Although she was aware that she lacked relevant training and skills for the position, she relied on the fact that training and development would be arranged as it is as per the HRM principles. She is aware of what the promotional position requires of her. Mr. Verlien is well aware of his responsibilities of coaching and mentoring his subordinates.

Mr. Verlien however, took conscious decision not to allow any of his subordinate to grow or demonstrate their potentials. He (Mr. Verlien) is prepared to go an extra mile of demoralizing employees from fore-sighting. The company complies with the issue of IDP's but nobody is prepared to pursue the implementation thereof. Mr. Verlien does not wish to see anyone else in the similar position as the one he currently holds, particularly his subordinates.

1.8. Interpretation

Although Tesiepply was aware that she did not fit the supervisory position in its totality, she believed that through proper, relevant and effective training and development she was going to make. The harsh environment which is created by the SM as supported by the organization worsens Tesiepply's occupational dysfunctionality.

Tesiepply's CNC staff members may not change their ill-discipline acts as they are aware that they are being led by an incompetent leader whose prospects of growth are zero. The HRM office is aware of cases similar to that of Tesiepply but can do very little as their hands are tied up due to the financial embargo. Performance of the organization is dependent on the CNC's as they are the operational staff.

Performance degradation of in the part of the CNC has negative consequences to the country's economy. South Africa's failure to perform economically has a domino effect on the continent and the global village. Lack of leadership development at the level of Tesiepply inevitably ruins the public enterprise and the country in particular.

It is clear that the SM, Mr. Verlien has no passion and positive foresight for the bright future of the organization and the country in particular.

2. Case Study Two: Mrs. Telly Berjot (Pseudonym)

2.1. Participant's Background

Mrs. Telly Berjot is a 54 years old woman who has been working in the South African National Defense Force's financial department for over 27 years. She is stationed in Mazukwa province (pseudonym) which is one of South Africa's nine provinces. Her job entails amongst others: verification of salaries of every employee, leading a finance team of 8 pay-roll staff members, assisting Human Resource (HR) practitioners with regard to leave and leave encashment.

She has been pestering her departmental head for over 20 years to be promoted to a financial manager's position but could not succeed. Despite her known dedication and excellent work which includes the assistance she renders for other provinces, she does not get recognized or rewarded for going an extra mile in ensuring a reputational finance department although the organization's policy allows for it.

Due to the nature of her job, Mrs. Berjot gets very little time to rest which is one of the contributory factors (as per her doctor) to her swollen legs and hypertension. The workload is such that she misses most her lunches so that she can keep up with the daily tasks so as to ensure that everyone in the province gets paid when the time is due.

Mr. Gert Van Esteen (pseudonym), Telly's manager is aware of the workload and the extent of stress that Telly is under. He (Gert Van Esteen), has at numerous occasions in no uncertain terms indicated to her that she is the best worker he ever knew but he failed to nominate her for an outstanding performance. Telly has never been afforded opportunity to try her luck at the promotional interviews as her applications were never considered.

2.2. Area and Scope of Responsibility

Mazukwa province has 7100 employees working for the organization who are on the payroll which is handled by Mrs. Berjot. These employees, excluding hers (Mrs. Berjot) await their monthly salaries which are prepared daily by Mrs. Berjot. The organization's HRM is aware that Mrs. Berjot plays a pivotal role of keeping the employees motivated to risk their lives knowing that they will always get paid monthly and in time.

Employees are unlikely to forgive anyone who errs over their salaries. It is for this reason that Mrs. Berjot is motivated to work herself to death despite not being promoted to a higher position. Timeously, when any of the other provinces fails to reach the deadlines, Mrs. Berjot gets summoned to rescue the situation with success.

2.3. Current Position's Required Competencies

The payroll office and its related tasks call for experience in fine motor skills, on-point problem solving skills, selective listening skills, negotiation skills, conflict handling skills as well as humility and passion. The critical performance related skills include financial management and financial accounting.

Mrs. Berjot has for years depicted these skills which is the reason that her manager Gert would rather like to keep her at the same position so as to ensure that his department is a reputable one through this employee's good and excellent work. Through these years, Mrs. Berjot has attained and mastered all the required skills to an extent that she is capable of handling the rest of the province's payroll duties without any assistance from other provinces.

2.4. Individual Development Plan

For over 27 years, Telly had been made to understand that an IDP is a compliance document for HR to take stock of. The only time she attended the training would be when a new system was introduced. This employee does not have a faint clue about the difference between training and development. The yearly IDP has always been handed over to her for signature whilst none of its content was ever abided to.

On inquiring about her prospects to grow in the organization she is always reminded of her age and health condition as well as the fact that it would be fruitless to embark her on any medium or long term developmental plans. Due to the aforesaid reasons, Telly has adopted the notion that; "Just do your work and get paid whilst you await your exist from the organization".

2.5. Competencies of the next Rank in Line

Other than what Mrs. Berjot already knows and is currently doing as her daily tasks, the rank above hers demand the following skills amongst other: Provincial financial forecasting and budgeting, budget allocation per section, business presentation skills, negotiation skills, leadership skills as well as general management skills. At present, Mrs. Berjot lacks all the above mentioned skills not because she is incapable of attaining them but because she is denied opportunity to test her potential ability.

Mrs. Berjot is pinned down with her daily duties in a manner that does not allow her to think of anything else other than ensuring that all employees are made happy at the end of each month. The love of her job, fear of losing her employment and fear of being reprimanded if errors occur overshadows her from focusing on the next rank.

This employee's experience and dedication is evident enough that all she requires for the promotion to the next level is further development, coaching and mentoring which she currently does not receive. Although it is always said that each employee is responsible for his/her development, it is evident that the competency for Mrs. Berjot's next rank is determined and driven by her manager with the support from the organization's HRM.

2.6. Next Level Preparatory Coaching and Mentoring

The knowledge and skills acquired by Mrs. Berjot made her the most valuable payroll asset in the province and in the organization in particular. The extent of her busyness and workload makes it difficult for her to have any ambition of a position higher than the current one. This is aggravated by the utterances of her superior (Gert Van Esteen) where he showed no interest in coaching, mentoring or developing her any further than where she is currently.

According to Mr. Gert Van Esteen, what matters is for this employee to concentrate on her current job and its result. He does not regard coaching and or mentoring the employee unless it is for the current job. Furthermore, Gert does not have foresight for an employee's future career prospect and thus does not entertain an issue of succession plan. The organization has value, "We care". Although this value forms part of the organizational policy, displaying this value on various walls and notice boards is useless unless and until it is put into practice.

2.7. Analysis

Mrs. Berjot is a very capable employee who has the potential of financially leading not only the province in which she is employed but the whole national force as an organization. Although she is suffering from hypertension and swollen legs, she never leave her work post unnecessary or without authorization. It would seem that although she is aware of her health condition.

Mrs. Berjot puts the company and its employees' interests ahead of hers. She is a strong woman but has given up trying to apply for promotion and fighting for her IDP implementation. Mr. Gert Van Esteen on the other hand seems to be protective of her current managerial position with all means possible.

He (Mr. Gert Van Esteen) is an experienced manager who seems to be knowledgeable of all the techniques in the book for hindering an employee's progress and would stop at nothing until he succeeds. Departmental managers seem to have absolute powers of running their department even if it is to the detriment of the entire organization. The organizational policies seem to be applicable selectively.

2.8. Interpretation

It can be inferred from the case study that although an employee gives his or her all, probability exist that such employee becomes the most exploited and forsaken. In the contrary, organizations should be taking good care of those who ethically dedicate their loyal abilities to the benefit of the enterprise. Mrs. Berjot is constantly and unconsciously sacrificing her life for the love of her work, fear of being reprimanded, thought of finding herself unemployed, and the unwillingness to perform any less than she is capable of.

On the other hand Mr. Gert Van Esteen depicts a militant behavior unto a non-adversary employee in the form of Mrs. Berjot. Mr. Gert Van Esteen cares about the here and now whilst he cares less of the future of both the organization and wellbeing of his employee. He (Mr. Gert Van Esteen) would rather remain the head of finance for as long as he lives than be threatened by a capable and valuable employee. The provincial HRM is either intentionally abusing this employee or is oblivious of what seems to be making clear business sense. Leadership development does not seem to be part of this public enterprise's goals neither are the succession plans.

3. Case study Three: Shauzen Zaza (pseudonym)

3.1. Participant's Background

Mr. Zaza is a 52 years old employee of South African Move It Services (pseudonym) for a period exceeding 32 years. Move It Services is a public enterprise which is responsible for major transportation services in South Africa. He joined this company since passing grade 12 and is currently holding a position of a Senior Supervisor Technical Projects Management (SSTPM).

Mr. Zaza is currently employed in the department that deals with the major and minor projects for the organization. His current position entails amongst others: Management of projects safety, ensuring projects timeous completion, management of projects quality, verification of projects invoices, management of projects Clerk Of Works (COW's), ensuring that all COW's are adequately developed, offering relevant on the job training to the COW's, management of COW's work allocation and management of COW's wellbeing.

Prior to joining the current department, he spent 14 years as a Senior Supervisor in the same organization in the department that dealt mainly with repairs and maintenance of the rail ways, road and bridges. During the aforementioned period he managed and led a total of 78 employees, 22 electrical substations and 77 provincial roads. He is a qualified electrician with a High Voltage (HV) electrical Trade, a diploma in Transitional Leadership and Management, B-Tech Management honors degree, Masters of Business Administration (MBA) degree, Certificate of Program in Projects Management (PPM), certificate of Program in Maintenance Management (PMM), Management Development Program (MDP) and Senior Management Program (SMP).

Although this employee has been educated to this level, he is stuck on an SSTPM position allegedly due lack of promotional opportunities as aggravated by employment equity and HRM's failure to match skills to the relevant positions. In addition to this fact, Zaza has allegedly been warned by one late senior manager in the previous department that as long as he still possessing the innovative, inquisitive and processes challenging mentality he shall never get promoted in this company.

One of Zaza has a weakness of failing to take unethical instructions. The current position held by this employee is second from the lowest (COW) amongst the seven levels in the department. Mr. Zaza is known to be overqualified

for the position he is currently appointed in. Currently there is no employee (including the head of section) who is equally or highly qualified than this employee.

Despite his qualifications, this employee is humble, he takes all lawful instructions, will go beyond the call of duty to ensure that the organization is sustainable through utilization of his knowledge and experience. The different departments in the organization are aware of this employee's capabilities hence they utilize him on different aspects of the business every now and then.

Although at times he feels as though he is being used, abused and reused, he still believes that there is a chance that someone will one day wake up with a transformed heart to that of a human being and realize the worth in him (Zaza) and reward him accordingly. The love and passion for working in this organization are the main reasons why he is bolted in place. He has trained a number of employees in this organization including those who became his managers and the current CEO from their learner ship stages.

3.2. Area and Scope of Responsibility

As per the job profile of an SSTPM, Mr. Zaza is supposed to be currently leading 9 Clerk Of Works (COW's) under roads rails projects management department. The responsibilities of an SSTPM include: Development of COW's, planning the COW's training, allocating daily work to his subordinates, approval of their leaves, coaching and mentoring the COW's under his command.

Currently, Mr. Zaza is only allowed to offer on the job training and coaching. The rest of the responsibilities are handled by the head of section. All plans which he (Mr. Zaza) introduces with an aim of developing the COW's get rejected, changed or deferred by the head of section. Work allocation for the COW's is done by the head of section without testing or informing this SSTPM. Currently, the head of section does almost all that Zaza was supposed to be doing with the aim of alienating him.

3.3. Current Position's Required Competencies

In addition to supervisory skills, an SSTPM position requires that an employee must have undergone roads and railway lines construction courses, HV Trade, Electrical National diploma, national contracts management, document control, invoicing and projects cost presentation at the Technical Evaluation Forum (TEF). Additionally, an SSTPM is required to have skills such as problem solving, negotiation, conflict handling, business presentation and team leading skills.

3.4. Individual Development Plan

The company policy requires that each employee must have an effective Individual Development Plan (IDP). Since joining the current department 5 years ago, Mr. Zaza had been complying with the updating of IDP on a yearly basis. The section head has approved all the IDP's of the preceding years including the current one but denied the employee an opportunity to attend the critically required courses such as the contracts management training, invoicing, presentation at the TEF and projects document control.

The aforesaid interventions, if mastered by an SSTPM can open the doors for him to the section head position. The qualifications which this employee possesses have been privately attained since he was denied the company bursary as well as study leave during all his exams. When Mr. Zaza had to write exams, he had to apply of annual leave although all the plans were approved for in the IDP. All the 5 years IDP's have never been complied with due to either having been deferred or denied. "I do not see the value of an IDP", exclaimed Mr.Zaza.

3.5. Competencies of the next Rank in Line

For an employee to be eligible for a projects manager's position, the following courses and skills are critical: Knowledge of contracts management, knowledge of projects related finances which includes mainly the invoicing systems, leadership skills, TEF presentation skills, negotiation skills, tendering processes and general management skills.

3.6. Next Level Preparatory Coaching and Mentoring

Since Mr. Zaza joined the current department 5 years ago, his manager (section head) has not find it necessary to coach or mentor him due to the belief and knowledge that he (Mr. Zaza) is capable of handling the projects related issues and tasks. Mr. Zaza had acted on behalf of his section head on more than seven occasions when the latter was either on leave or on training. Mr. Zaza has been nominated regional best team leader of the year 2013.

Although the section leader Mr John Lamara (pseudonym) has confidence in Mr. Zaza, he has never afforded him opportunity to present or at least observe the TEF presentation. When invoices are to be captured, Mr. Lamara would rather get someone else to do it whilst Mr. Zaza is assigned field work. Mr. Lamara has been in a position of projects management for a period exceeding 11 years. Mr. Lamara depicts reluctance in recognizing innovative ideas from Mr. Zaza and does not believe in succession plans.

He (Mr. Lamara) explicitly indicates that for the fact that he had been heading the section more than 11 years is indicative that he will only leave due to pension or death. Currently, Mr.Zaza is not in the position to apply for the section head due to his incompetency and lack of relevant training and development. Should the need arise for the current position of a section head, the department will have to insource from other regions. Consequently, knowledge of this probability demoralizes employees and reduces their performance level.

3.7. Analysis

Mr. Zaza is a most self-disciplined, dedicated, self-starter, hard-working and self-motivated employee. He went to the extent of paying for his studies following the changes in company policies of not paying for B-Tech, MBA and higher academic qualifications for the low level employees. Despite having been told that he is not a promotional material, this employee never stopped performing to the best of his ability and never at any time shirked responsibility.

Although he (Mr.Zaza) feels extremely oppressed, he does not disrespect his seniors even after they rejected his application to conduct private work as per the procedures. The section head Mr. Lamara is well experienced in the field of projects management. He (Mr. Lamara) seems to be threatened by Zaza's qualification level. Mr. Lamara would rather share the section's affairs with the outsiders of contractors other than with Zaza.

The issue pertaining to the IDP is seen as compliance by Mr. Lamara. Coaching and mentoring the employee such as Zaza is seen as threat enhancement and suicidal from Mr. Lamara's point of view. The latter's inferiority complex drives him to think of himself with the organizational goals coming second.

3.8. Interpretation

If this organization was to utilize Mr. Zaza to his full potential, the benefits would be remarkable. Mr. Lamara has inferiority complex. The HRM of this organization can not differentiate between compliance and performance standards. The HRM in question is led by managers who do not care about skills development and they seem not to be ignorant of the succession plans benefits.

It would seem that the concept of leadership development is not in the vocabulary of the company's argot. It would seem that the section head and HRM have colluded to demoralize Mr. Zaza with the aim of forcing him to resign from the organization. Frustrating Mr.Zaza seems to be the order of the day. At his age, Mr.Zaza seems to have tenacity and zeal to prove an unknown point in the future.