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ABSTRACTS

1. English

Study Title: Leadership Competency Framework for Top Management in the South African Police Service

The rise in the number of experienced, competent people in leadership exiting due to diverse reasons of attrition impacts leadership competency sustainability. Nationwide, there is a concern about the degree of dissimilarity in numbers of professional resignations, pointing to the need to consider ways of retaining potential future leaders. The increasing number of retirements by senior and middle competent and experienced leaders through various natural and unnatural attritions, dominantly retirements, dismissals, and deaths call for serious interventionist research. South African Police Service (SAPS) encounters a challenge in matching the skills lost from the workforce that exited the department. Henceforth, leadership competency has become a prominent requirement for SAPS. This study aims to identify, explore, and interrogate the leadership competencies required by the SAPS to develop a leadership competency framework to assist and support the SAPS' vision. It is the conviction in this study that the leadership competencies framework could assist the SAPS in identifying future leaders, specifying the qualities a leader should possess to ensure effectiveness and proffer an understanding of the current competency leadership. In addition, it is intended to assist in setting the requirements for the appointment of top management in the SAPS, considering that management is determined to be the people who direct and control the organisation at the executive level. The research followed a qualitative approach aimed at exploring in significant depth the leadership competency phenomenon. This study is informed by the participants' views.

The researcher purposefully sampled a small size, which is justified by the study being epistemologically qualitative and exploratory. The reasoning behind purposive sampling is grounded on the assumption that the participants have in-depth knowledge of leadership competency which is the thrust of this study. The purposive sampling was prompted by the fact that the sampled participants could provide information on the leadership competencies required for top management in the SAPS. The unit of analysis for this study was SAPS Ekurhuleni District, Gauteng Province. Atlas ti, PRISMA thematic and interpretive analysis of data collected through face-to-face interviews was conducted from the in depth responses to the phenomena. The study contributes in formulating a leadership competency framework. As a result, guidelines that support the framework to identify and develop leaders are provided. Furthermore, SAPS could benefit from the proposed leadership competency framework for equitable leadership replacement and appointment to maintain leadership continuity. Additionally, the study contributes equally to the management discipline, providing new dimensions in understanding the competencies required for leadership in a dynamic and complex organisation such as government departments.

Keywords: leadership, competency, leadership competencies, leadership development, succession planning

2. Afrikaans

Studietitel: Leierskapsbekwaamheidsraamwerk vir Topbestuur in die Suid-Afrikaanse Polisie

Die toename in die aantal ervare en bevoegde persone in leierskap wat uitwaarts tree weens uiteenlopende redes van afname, beïnvloed die volhoubaarheid van leierskapsbekwaamheid. Landwyd is daar 'n kommer oor die mate van verskeidenheid in die aantal professionele bedankings, wat die behoefte uitwys om maniere te ondersoek om potensiële toekomsleiers te behou. Die toenemende aantal pensioenings deur senior en middel-bevoegde en ervare leiers as gevolg van natuurlike en onwettige afname, meestal pensioen, ontslag en sterfte, vra vir ernstige navorsing oor ingryping. Die Suid-Afrikaanse Polisie (SAPD) ondervind 'n uitdaging om die vaardighede wat verloor gegaan het deur die persone wat uit die departement uitgetree het, te vervang. Daarom het leierskapsbekwaamheid 'n belangrike vereiste geword vir die SAPD. Hierdie studie het ten doel om die leierskapsbekwaamhede wat deur die SAPD benodig word, te identifiseer, te ondersoek en te bevraagteken, ten einde 'n leierskapsbekwaamheidsraamwerk te ontwikkel wat die SAPD se visie sal ondersteun en versterk. Daar word geglo dat die leierskapsbekwaamheidsraamwerk die SAPD kan help om toekomsleiers te identifiseer, die eienskappe wat 'n leier moet hê om doeltreffend te wees, te spesifiseer, en 'n begrip te gee van die huidige leierskapsbekwaamheid. Verder is die doel om die vereistes vir die aanstelling van topbestuur by die SAPD te bepaal, met inagneming dat bestuur die mense omvat wat die organisasie op bestuursvlak lei en beheer.

Die navorsing het 'n gunstige kwalitatiewe benadering gevolg, wat daarop gemik was om die fenomeen van leierskapsbekwaamheid in diepte te ondersoek. Hierdie studie is gebaseer op die menings van die deelnemers. Die navorser het doelbewus 'n klein steekproef gebruik, wat gemotiveer word deur die feit dat die studie epistemologies kwalitatief en ondersoekend van aard is. Die rede vir doelbewuste steekproeftrekking is gegrond op die aanname dat die deelnemers 'n diepgaande kennis van leierskapsbekwaamheid het, wat die kern van hierdie studie is. Die steekproef is gekies omdat die deelnemers in staat was om inligting te verskaf oor die leierskapsbekwaamhede wat benodig word vir topbestuur by die SAPD. Die eenheid van analise was die SAPD Ekurhuleni-distrik, Gauteng-provinsie. Atlas.ti, PRISMA-thematiese en interpretatiewe analise van die data wat deur face-to-face onderhoude ingesamel is, is gedoen op grond van die diepgaande antwoorde oor die fenomeen. Die studie dra by tot die formulering van 'n leierskapsbekwaamheidsraamwerk. As gevolg hiervan word riglyne verskaf om die raamwerk te ondersteun om leiers te identifiseer en te ontwikkel. Verder kan die SAPD baat by die voorgestelde leierskapsbekwaamheidsraamwerk vir gelyke leierskapvervanging en aanstellings om leierskapkontinuiteit te behou. Verder dra hierdie studie gelyktydig by tot die bestuursdissipline deur nuwe dimensies te bied in die begrip van die bekwaamhede wat nodig is vir leierskap binne 'n dinamiese en komplekse organisasie, soos enegie van owerheidsdepartemente.

Sleutelwoorde: leierskap, bekwaamheid, leierskapsbekwaamhede, leierskapsontwikkeling, opvolgingsbeplanning

3. Isizulu

Isihloko socwaningo: Uhlaka Lwekhono Lokuhola Lomphakathi Oluphezulu kwiNkonzo Yabezokuphepha yaseNingizimu Afrika

Ukukhula kwenani labantu ababe nolwazi, abanekhono futhi abanolwazi oluphezulu olwandle lokuhola abaphuma ngenxa yezizathu ezihlukahlukene zokulahlekelwa yimpahla kuthinta ukusimama kwamakhono okuhola. Ngezwe lonke, kukhona ukukhathazeka ngomumo wokuba nenani elihlukahlukene lezisebenzi ezihambe ziminyaka zingaba, okuveza isidingo sokucatshangelwa kwezindlela zokugcina osomahlaya abahle besikhathini esizayo. Ukunyuka kwenani labantu abaphelelwe amandla okubuyela emsebenzini ngokwezimfuno zemvelo noma ezingokwemvelo—njengokuphuma emsebenzini, ukuqokelwa, nokufa—kubiza ucwaningo olukhulu olubonisa isidingo sokufuna izixazululo ezibucayi. INkonzo Yabezokuphepha yaseNingizimu Afrika (SAPS) ibhekene nenkinga yokulinganisa amakhono alahlekile ngenxa yabantu abaphuma emsebenzini wesikhungo. Ngakho-ke, ukwazi ukuhola sekuyimfuneko ebalulekile kwi-SAPS. Lolu cwaningo lubhekene nokuthola, ukuhlola nokuphendula imibono mayelana namakhono okuhola adingeka yi-SAPS ukuze kwakhiwe uhlaka lwekhono lokuhola oluzosiza futhi lusize ukubona umbono we-SAPS. Kufanele kugcinwe ukholo ukuthi uhlaka lwekhono lokuhola lungaba yithuluzi elikhulu ekutholeni osomahlaya abhekisiwe, ochaza izimfanelo umuntu okhokhelayo okumele azifinyelele ukuze kube nokusebenza kahle, kanye nokuqonda umqondo wamanje wokuhola. Kubuye kube ukumisa izidingo zokuba nalabo abahola aphezulu kwi-SAPS, njengoba abaphathi bethi abantu abahola iminyango abayiyona leyo mibutho abaqondisa futhi balawula inhlangothi ezingeni eliphezulu.

Ucwaningo lwenziwe ngendlela ye-qualitative, egxile ekuhloleni ngokujulile umkhakha wokuhola. Lolu cwaningo lusekelwe imibono yababambiqhaza. Umlobi ukhethe inani elincane labahlanganyeli, okuchasene nokuzimisela ukuthi lolu cwaningo luwuhlobo lwe-epistemological qualitative nokuhlola. Isizathu sokusebenzisa indlela yokukhetha ngokukhethekile ukusukela kumcabango wokuthi ababambiqhaza banolwazi olunzulu lwemakhono okuhola (leadership competency), okuwukuphela komgogodla walolu cwaningo. Ukukhethwa ngokukhethekile kwaba ngenxa yokuthi abahlanganyeli abakhelwe ukuthumela imininingwane ezobonisa amakhono adingekayo kubaphathi abaphezulu be-SAPS. Iyunithi yokuhlaziya kwakungusihlalo we-SAPS e-Ekurhuleni, eGauteng. Uhlalutyo lwe-Atlas.ti, i-PRISMA ephathelene nemikhakha kanye nokuhlaziya koxolo lwezigcawu ezithathwe ezintweni ezibuza ubuso nobuso, kwenziwa ngokwemiqondo ecacileyo yobubanzi bezimpendulo emikhakheni yezikhathi.

Lolu cwaningo lufaka isandla ekwakheni uhlaka lwekhono lokuhola. Njengoba senza njalo, kunikezelwa imihlahlandlela ekusekelweni kwalo hlaka ukuze kuhlonzwe futhi kuthuthukiswe osomahlaya. Ngaphezu kwalokho, i-SAPS ingazuza kuhlaka olubhaliwe lwemakhono okuhola oluhlose ukufaka iindlela zokuhola ezilingana, nokuhlela ukukhethwa kwezikhulu ukuze kuqhubeke ukulandelana kwamandla okuhola. Ngale ndlela, lolu cwaningo luthuthukisa indlela yesayensi, libonisa izinhlangothi ezintsha ekuzwisisi amakhono adingekayo ukuze umuntu ahole emphakathini osebenza ngokushesha futhi ngemibandela eyinkimbinkimbi njengeminyango kahulumeni.

Amagama angukhiye: amakhono okuhola, ubuchwepheshe bokuhola, amakhono okushayela, ukuthuthukisa uhola, ukuhlela ukusungula abakhethiwe

4. Xhosa

Isihloko sosifundo: Uhlaka lwezakhono zobuholi kwiNdibano ephezulu yeNtlango yeMaPolisa aseMzantsi Afrika

Ukuphakama kwinani labantu abanolwazi, abanobuchule obukhulu, abahamba kwiinkalo zobuholi ngenxa yezizathu ezahlukeneyo zokulahlekelwa ngabantu kuqinisekisa ukuba ukunamathela kweezakhono zobuholi kuyaqhubeka. Ubwecala bonke kwilizwe lonke bubuhlungu bokuba kukho umahluko kwimilinganiselo yezityholo zabachule, oku kubonisa iindlela zokugcina ootitshala abaninzi abanganamathuba okuba ngootitshala abaqeqeshiweyo abazayo. Inani elikhulayo lokuhamba ematlshopheni koorhulumente abavuthiweyo, phakathi kwabo abakhulu nabaphakathi, ngenxa yezizathu zemvelo kunye nezizathu ezingamabali, kuquka ukuthatha umhlala-phantsi, ukwahlulahlula, kunye nokufa, kukhokelela kuphando olunzulu olufuna uncendo olukhulu. INTsebenziswano yePolisa yaseMzantsi Afrika (SAPS) ibona ingxaki ekuhlaleni kwezakhono eziyekekayo ezivela kwiqela lentlangothi leenkonzo ezahlukeneyo ezishiyekileyo. Ngenxa yoko, izakhono zobuholi ziye ngoku zabakho endaweni yeSAPS. Eli fokus sobufundo lihlose ukuqonda, ukuhlolisisa, nokuphanda izakhono zobuholi eziyimfuneko kwiSAPS ukuze kwakhiwe uhlaka lwezakhono zobuholi olunganceda kwaye lusimele iphulo leSAPS. Kulo mdlalo, kukholelwa ukuba uhlaka lwezakhono zobuholi lunganceda iSAPS ukubona ootitshala abatsha, nemfanelo nezinto ezibalulekileyo umntu ofuna ukuba nazo ukuze kusebenziseke kakuhle, nokuthi ziqondisa ingqiqo malunga nezesakhono zobuholi ngoku. Ukongeza, luhlelo lwezixhobo zokubeka iimfuno zokuqeshwa kwiinzala eziphambili kwiSAPS, ukanciphisa ukuba abaphathi ngabantwana abalawula kwaye bephumelelayo kumgangatho ophuma kwinqanaba lokuqhuba. Uphando lwalandela indlela ye-kwalithiyethi eyolula ngokujula ngesikhumbuzo sobuholi. Eli fowuni lihambelana nemibono yamalungu abandakanyayo.

Umphandi akhethe ngokucwangcisa usayizi omancinci, oluchaza ngokuba ubungqina buqhubekeka sisifundo semfundiso kwaye siyahlola. Isizathu sokukhetha ngabaphi kuphuhliso lwezakhono zobuholi ngokwamathuba omfundi ukuba banolwazi oluqhubekekayo kwi-uxanduva lwezakhono zobuholi ezikhokelela kulo mdlalo. Ukukhetha ngobungqina kwenziwa ngenxa yokuba abathathi nokuqesha abanakho ukuhoya inkcukacha malunga nezakhono zobuholi eziyimfuneko kwiinzala eziphambili kwiSAPS. Iyunithi yohlalutyo kulo mdlalo beSAPS eNkundleni yaseEkurhuleni, eGauteng. I-Atlas ti, i-PRISMA, nobuchule bokuhlalutya bomxholo nobuchule bokuhlonza ubungqina obuqokelelwe kwimibuzo ebusisise ngobuso nobuso, bahla ngokungqinelana nempendulo ezinikezelwe kwimiba. Eli fowuni linceda ekumiseni uhlaka lwezakhono zobuholi. Ngokunjalo, iinkokheli zingafumana uncendo olukhulu oluvela kulolu haka lwezakhono zobuholi ekuhlaleni nasekuphuhliseni ootitshala, kukhokelela ekuphuculeni ukungqubana kokukhetha ootitshala. Ukongeza, esi sifundo sikwi ndawo yomsebenzi wezobuholi, sinikezela ngeedimension ezintsha ekuqondeni izakhono ezifunekayo kubuholi kwi-ntsebenziswano enobunkunkqele neyohlukileyo efana nemisebenzi karhulumento.

Amagama angundoqo: ubuholi, izakhono, izakhono zobuholi, ukuphuhliswa kobuholi, ucwangciso lokuqhubekeka kwabantu