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The relationship between conscientiousness, extraversion and leadership effectiveness among local government managers in Eastern Cape, South Africa

Clement Bell* and Chan Murugan

Department of Industrial Psychology, School of Business and Enterprise, University of Fort Hare, P. Bag X1314, Alice, 5700, South Africa.

For the last 18 years, an insignificant development has been achieved in creating one organisational culture of the Eastern Cape local government that can promote an effective and efficient spending of the annual provincial budgetary allocation of more than fifty-six billion rands ($56,964,320,000). The development and fall of the local government administration is centred on the abilities and values of leaders present. The department has used five million rands ($5,086,100) to implement a leadership development programme that took nine months for 130 strategic managers as a strategy to solve leadership challenges that are manifested in poor service delivery in Eastern Cape Province. The purpose of this research study was to investigate the relationship between conscientiousness, extraversion, and leadership effectiveness among the local government managers in Bisho and East London. The data was collected from a sample of 222 local government managers using a self-designed biographical and occupational data questionnaire; appropriate subscales of Five-factor Inventory adopted from John (1990)'s initial and validated big-five prototypes and leadership effectiveness scales adopted from Fleenor and Bryant (2002). Pearson correlation analysis method was used to assess the relationship between conscientiousness, extraversion and leadership effectiveness, and a multiple regression analysis method was also used assess the additive effect of conscientiousness and extraversion on leadership effectiveness. The results indicated that conscientiousness and extraversion are significantly related to leadership effectiveness. The results also showed that conscientiousness and extraversion put together have an additive effect on leadership effectiveness. However, conscientiousness accounted for a higher proportion of variance in leadership effectiveness than extraversion. The study therefore, recommends that local government managers should use conscientiousness and extraversion as their basis when selecting people for leadership positions.

Key words: Conscientiousness, extraversion, leadership, leadership effectiveness, local government, big-five model.

INTRODUCTION

Effective leadership is very important in South African organisations as it is throughout the globe. South African organisations are striving for internationally competitive performance (Hayward, 2005). A South African situation, however, is very difficult because there is a serious deficit of effective leadership in Africa (Zoogah, 2009). It is currently ranked 43 out of 144 countries in terms of global competiveness which is measured using among others, the quality of institutions of the country (Schwab, 2012). A country ranked first is Singapore followed by New

*Corresponding author. E-mail:- clementbell86@gmail.com

Zealand, and thirdly by Finland. The bottom countries are Venezuela, Haiti, and Burundi which is an African country. Among South Africa's neighbouring countries, Botswana is ranked 33, Namibia 52, Swaziland 88, and Zimbabwe 101. This institutional environment is measured by the legal and administrative environment within which individuals, firms, and governments work together to create wealth. Governments attitude toward the efficiency of its operations are also very important. Thus, poor leadership i.e., excessive bureaucracy and red tape, overregulation, corruption, dishonesty in dealing with the public, lack of transparency and trustworthiness and inability to provide appropriate services for the business sector hinders the process of economic development (Schwab, 2012). For South Africa to improve this position and become more competitive in the global environment, its organisations should have effective leaders that can enhance performance. An economy is served efficiently by organisations that are managed honestly, where managers abide by strong ethical practices when they deal with the government, other firms, and the public at large (Schwab, 2012). Mester et al., (2003) believe that South African organisations know that they are facing a future of rapid and complex change.

However, these challenges facing South African organisations may be in part explained in terms of leaders' personality flaws (Fincham and Rhodes, 2005). An understanding of the nature of personality is important to accepting its potential role in leadership behaviour (Greenberg, 2011). The severe organisation failures in the twenty-first century have also highlighted the importance of personality as the main factor to explain the leaders' behaviour. These failures were the direct result of ineffective leadership (Fincham and Rhodes, 2005). Judge and Bono (2000) also suggest that organizations might benefit from choosing their leaders using certain personality traits as their basis, but they do not specify which personality traits they are more convinced about. Conscientiousness and extraversion have been theorized and confirmed as the only two traits with significant relation with performance (Barrick et al., 2002; Hurtz and Donovan, 2000). Leaders who are high in these two factors are highly likely to be effective leaders (DeRue et al., 2011). Consequently, the current study will only focus on these two factors of the Big-five model to confirm their association with leadership effectiveness in the local government.

Problem statement

For the last 18 years an insignificant development has been achieved in creating one organisational culture of the Eastern Cape local government that can promote an effective and efficient spending of the annual provincial budgetary allocation of more than fifty-six billion rands ($56,964, 320,000). The Premier revealed that the

development and fall of the provincial administration is hinged on the abilities, attitudes and personalities of its leaders (Kiviet, 2012). Eastern Cape is the most affected province, with certain departments engaging in corrupt behaviours. Among the causal factors, the most outstanding one is the serious problem of leadership deficit in the local government departments (Basopu, 2010). Corruption prevents economic growth and development (Mauro, 1995; Dreher and Herzfeld, 2005). It prevents the proper use of resources for the public by infiltrating into all the areas of the organisation (Hanna et al., 2011). In the local government departments, it has taken different forms which include among others the managers demanding bribes to offer basic services and being paid for jobs that they do not accomplish (Hanna et al., 2011). Graham (2007) further argues that "Citizen Leadership Project" was introduced in the Eastern Cape Province and the main objective was to address leadership deficiency which was evident after the loss of effective leaders, who had been recruited by the local government. Kiviet (2012) however, argues that the Premier's department has used five million rands ($5,086,100) to implement a leadership development programme that took nine months for 130 strategic managers as a strategy to solve leadership problems that are manifested in poor services delivery in the Eastern Cape Province.

Objectives of the study

1. To determine the relationship between conscientiousness and leadership effectiveness
2. To determine the relationship between extraversion and leadership effectiveness
3. To determine an additive effect of conscientiousness and extraversion on leadership effectiveness

Hypothesis

H_1: Conscientiousness is significantly related to leadership effectiveness.
H_2: Extraversion is significantly related to leadership effectiveness.
H_3: Conscientiousness and extraversion are additively significantly related to leadership effectiveness.

The significance of the study

The study of the relationship between conscientiousness, extraversion and leadership effectiveness is of paramount importance because it will provide empirical support to the existing theory of leadership traits and test its validity in the local government. Establishing the relationship between conscientiousness, extraversion and leadership effectiveness could be of benefit to

organisations as these personality traits could be used as predictors of leaders' performance. Judge and Bono (2000) believe that organizations might benefit from selecting leaders on the basis of certain personality traits which however, are not explicitly specified. Under-standing this relationship can help organisations improve their selection process; thus, making wise selection decisions of people suitable for leadership positions (Guion and Highhouse, 2004). Reinforcing the value of the present study highlighted above, Armstrong (2009) also argue that personality traits provide the basis for making predictions about leaders' future behaviour. Barrick and Mount (1993) further argue that predictors under conscientiousness have been found to have the highest relation with leaders' performances. Accordingly, the foregoing arguments suggest the importance of per-sonality traits in leadership development and personnel selection processes in organisations.

THEORETICAL FRAMEWORK

This present study was guided by the following theories: Big Five Model, Great person theory and Person–oriented versus Production–oriented theory.

Firstly, a Big Five model is a useful framework for understanding personality (Barrick and Mount, 1991). One advantage of this model is the opportunity it provides for combining similarities among different measures of personality (John and Srivastava, 1999). Ones et al., (2005) stated that the big five factors have acceptable operational validities for predicting job performance and behaviours at work. It has for some time led personality research, and Guion and Highhouse (2004) described this movement as an "emerging consensus". The five factors are conscientiousness, extraversion, neuroticism, open to experience and agreeableness (Costa and McCrae, 1992). This theory represents a significant con-tribution to the knowledge of leadership behaviour. Each factor assists in the understanding of different facets of leaders or managers' work behaviour. The belief is that personality impacts on what leaders or managers want the opportunities to satisfy in the organisation, the tasks that are suitable for them and the organisational environ-ment leaders can work effectively and efficiently (Fincham and Rhodes, 2005).

Secondly, a Great person theory proposed that effect-tive leaders have important attributes that make them different from most other leaders (Barker, 2001). These attributes do not change over time and across different groups. The theory suggests that effective leaders share these attributes regardless of when and where they lead. It suggests that effective leadership is influenced by the personality attributes of the manager or leader. In any situation where effective leadership is required, the manager or leader with a good mix of attributes emerges as the leader. Thus, the notion is that the ways leaders define their roles and responsibilities, manage change,

develop and communicate a vision are all in part a manifestation of their personality (Fincham and Rhodes, 2005).

Last but not least, a Person-oriented versus Production-oriented theory proposed that leaders differ along two dimensions of initiating structure (production-oriented) and consideration (person-oriented) (Likert, 1961). Lea-ders that are strong on the initiating structure are con-cerned mainly with production and focus mainly on ensuring that the work is completed according the stan-dards required. They engage in behaviours such as organising work, motivating subordinates to follow standards, setting goals, and clarifying leader and sub-ordinates roles. On the other hand, leaders strong on consideration are concerned primarily with developing good relations with their subordinates, clarifying things to them, and promoting their welfare. The two dimensions are not interdependent. Thus, a leader may be strong on both concern with production and for people, strong on one of these dimensions and weak on the other, moderate on one and strong on the others, and so on. One pattern appears to be effective in many situations. This is a pattern in which leaders show a high desire for both people (extraversion) and production (conscien-tiousness). In other words, leaders are effective to extent that they are extraverts and conscientious (DeRue et al., 2011.

Conscientiousness

Conscientiousness is defined as the quality of an individual to show self-discipline, to strive for competence and achievement (Greenberg, 2011). This dimension stretches from well-organised, careful, self-disciplined, responsible and precise at the high end, to disorganised, impulsive, careless, and undependable at the low end. Fincham and Rhodes (2005) also describe it as the broad underlying factor that develops out of associations between smaller traits such as obedience, persistence, impulse control, planning and organising, perfectionism and integrity. Conscientious managers tend to show behaviours such as thinking before doing, delaying grati-fication, following standards and planning and organizing, and prioritizing tasks (Bin Daud et al., 2011).

Extraversion

Extraversion is defined as the quality of an individual to seek stimulation and to enjoy the company of other people (Greenburg, 2011). This reflects a dimension stretching from energetic, enthusiastic, sociable and talkative at the high end, to retiring, sober, reserved, silent, and cautious at the low end. Fincham and Rhodes (2005) also describes the extravert as highly sociable, energetic, socially confident and cheerful, while the introvert is more quiet, self-contained, serious minded,

and somewhat aloof. Moreover, extraversion is best explained by behaviours that place the leader or manager at the centre of attention, such as seeking status and acting dominant, assertive, outgoing, and talkative (Ashton et al., 2002).

A key distinction between leaders and managers

The terms leaders and managers are commonly used interchangeably (Kotter, 1990). However, these terms are not the same and need to be clearly distinguished. There are many similar roles performed by leaders and managers in actual practice. Moreover, Suar et al., (2006) argue that though leaders and managers are differentiated using their roles, responsibilities and skills in theory, for all practical purposes, an executive or a manager is a leader. This is a fact that makes it difficult to separate between them (Kotter, 1990). Also, there are no such people in organisations called leaders but are referred to as managers. However, some managers are regarded as leaders whereas others are not regarded as such. Similarly, some leaders take on more of a management function than others. Thus although these differences are not always obvious, they do exist. For the purpose of this present study, the terms leader and manager are used interchangeably to mean the same people.

Leadership effectiveness

Researchers often differ in their understanding of leadership effectiveness (Avolio et al., 2003; Yukl, 2006). However, effective leadership is viewed globally as important to the success of any organisation (Phipps and Prieto, 2011). Researchers have spent more than a century trying to understand the characteristics of effective leaders (Zaccaro, 2007). This was also highlighted by Waldman et al., (2001) when they argued that leadership effectiveness continues to attract a lot of interest in the scholarly literature. Increasing globalization and the challenges of working in the global economy have only helped in increasing this interest. Collins (2001) believes that effective leadership may be generally understood by not only having the appropriate personal characteristics and technical ability, but also by the relative lack of interpersonal flaws. The choice of a suitable leadership effectiveness measure is determined by the needs and values of the person making the evaluation (Yukl, 2006). Hence, people have different values and needs. It is the best strategy to use different measures in research on leadership effectiveness (DeRue et al., 2011). For the current research study, leadership effectiveness was defined using the derailment factors. These are factors that measure a problem area that can stall a career. Leadership effectiveness was defined as a low score on the derailment factors, indicating that a manager was

performing effectively in those areas in which poor performance can lead to derailment (Fleenor and Bryant, 2002). Derailment as the measure of leadership effectiveness has been not yet researched above and beyond the "bright side" personality characteristics (Fleming, 2004).

The local government situation in South Africa

South Africa has three spheres of government; the national (responsible for the formulation of policies), provincial (monitoring the implementation of such policies) and local (charged with the implementation) (Khwela, 2013). Local government is defined as the lowest sphere of government in a country, where power and mandate are delegated by the state's legislation (Nembambula and Ledwaba, 2013). It is regarded as the lowest sphere of government because it is responsible for basic service delivery and governance of local municipalities. It is also regarded as the centre of local economic development because it is closer to the public (Tsheola, 2012; Mzimakwe, 2010). The major objectives of the local government are to ensure that there is provision of services to communities and to promote social and economic development. However, evidence shows that a very insignificant development has been achieved in these regards and there are situations where conditions have changed even worse (Phago, 2005; Mzimakwe, 2010). The recent community protests against municipal poor performance, corruption and ineffective administration attest to the argument that South African local government has not been effective (Nembambula and Ledwaba, 2013). It has adopted a long-term development plan which is regarded as "The National Development Plan 2030". However, it is widely accepted that the local government have challenges in terms of its capacity to meet the demands of service delivery (Nyalunga, 2006). The scholars therefore, argue about the implementation of the plan because of lack of effective leadership capacity in local government departments to implement this long-term plan (Asha et al., 2013). The scholar also argues that the transformative potential of the South African local government system has been under-achieved as it is now being extended to a new cycle of the South African local government system (Pieterse, 2007). There is a serious shortage of leadership skills in the local governments because most of the senior management do not have relevant qualifications. Furthermore, there is a serious deficiency of strategic managers that have a requisite knowledge of the context of institutional change and that could manage complex political-administrative relationships. For these local governments to be effective, a serious executive leadership intervention is required to lead the departments in the right direction. Effective strategies should be used in staff recruitment and selection in order to get highly suitable candidates for leadership positions (Khwela, 2013).

Conscientiousness and leadership effectiveness

According to Hurtz and Donovan (2000), conscientiousness has the strongest relation with leaders job performance. From the path goal theory (House, 1971), the effectiveness of leaders is determined by their performance (i.e. goal achievement) in organisations. Meta-analysis studies also confirmed that effective leaders are highly conscientiousness (Fincham and Rhodes, 2005). These researchers argue that a highly conscientious leader has a strong and deeply internalised work ethic that developed when they were still young. The conscientious individual's need for achievement comes not only from the strong desire to satisfy the standards of others but also from having very high self-standards. However, living according to this precise social identity can be stressful. Moreover, these high self-standards also mean a very strong concern about the quality of performance of an organisation, shown for instance, in a strong concern with the quality of customer service (Fincham and Rhodes, 2005). Conscientiousness means more than a strong work ethic. Some of its relationships with leadership effectiveness may come from leaders having clear principles (i.e. strong sense of right and wrong). This quality of conscientiousness is similar to a moral fibre, an attribute described by Levicki (2002). They are therefore, not likely to be leaders who are quixotic, arbitrary, and expedient in their style of leading (Fincham and Rhodes, 2005). Highly conscientious leaders are more likely to be trusted to make the right decisions that are acceptable to almost everyone and satisfy the needs of all stakeholders (Fincham and Rhodes, 2005). Self-regulation has a positive relation with leadership effectiveness. However, conscientiousness is regarded as a broad description of self-regulation. Accordingly, it is not far-fetched to argue that conscientiousness as defined by self-regulation may also be positively related to leadership effectiveness (Vinai and Satita, 2003). Moreover, Badaracco and Ellsworth (1989) examined the value of integrity on leadership. They defined integrity as the consistency of personal beliefs and values, daily work behaviour and organizational objectives. Thus, integrity as so defined is related to honest and trustworthy in the "leadership practices inventory". Hogan and Hogan (1997) also added that conscientious leaders have integrity. Parry and Proctor Thomson (2002) furthered the research of Badaracco and Ellsworth (1989) by examining the relationship between integrity and leadership effectiveness. Consequently, a strong positive relationship was found between the two variables. Accordingly, this finding also suggested that there might be a relationship between conscientiousness and leadership effectiveness because integrity defines conscientiousness.

Extraversion and leadership effectiveness

According to Fincham and Rhodes (2005), leadership effectiveness is statistically related to high, levels of extraversion (i.e. leaders are lively, socially confident, and affiliative). The energy, enthusiasm and more expressive behaviour of an extravert leader are significant facets of this attribute of leadership. This is almost similar to what Levicki (2002) viewed as a "youthful energy". Leaders should make subordinates happy about what the organisation is doing. Handy (2002) also argues that passion is the only important defining characteristic of effective leaders who started successful organisations out of nothing. Extraverts are temperamentally more favourable than introverts to have enthusiasm and zest to take their leadership responsibilities (Fincham and Rhodes, 2005). It is also argued that extraversion has an association with goal attainment (Mount et al., 1998). Thus, goal attainment in this regard, is interpreted as leadership effectiveness because it is one of the behaviours that measure an effective leaders' performance (Andersen, 2006). Hurtz and Donovan (2000) further argue that extraversion is positively related to performance in all positions that require interaction with other people. Accordingly, leadership effectiveness might be positively related to extraversion. Some leaders that are high on extraversion only have the enthusiasm and social confidence part of the extravert. The extravert leaders do not have "social anxiety" and this enables them to make a good first impression and develop a quick rapport with others. However, this social responsiveness can be fairly superficial, allowing extravert leaders to link with others socially but not personally (Fincham and Rhodes, 2005).

An additive effect of conscientiousness and extraversion on leadership effectiveness

Effective leaders possess personality traits, but the appropriate mixture differs for different organisations (Kasapoglu, 2011). Leaders who are high in conscientiousness and extraversion are highly likely to be effective leaders (DeRue et al., 2011). Conscientiousness is the most reliable measure of leadership effectiveness. Singh (2009) also argues that extraversion and conscientiousness are important personality attributes for leadership effectiveness. However, the additive effect of the two factors is not explicitly stated. DeRue et al. (2011) further suggests that for overall leader effectiveness, the most important leader personality traits are extraversion and conscientiousness. These personality traits are useful in different tasks competence and interpersonal work behaviours, and are together positively related to leadership effectiveness. In person-oriented and production-oriented leadership theory, one specific pattern of leadership behaviour appears to be effective in different situations. This is the pattern of leadership behaviour in which leaders show high concern for both production and people (Likert, 1961). From this conceptualisation of leadership effectiveness, conscientiousness is represented by the high concern for production dimension while extraversion

is represented by the high concern for people dimension (DeRue et al., 2011). This conceptualisation is also supported by Kasapoglu (2011) who believes that being organised, self-disciplined and persistent is important for production-oriented leadership behaviours. Conscientious leaders in this conceptualisation are concerned with tasks performance and production standards. Bass and Bass (2008) consistently views conscientiousness as the attribute related to task competence. The extraverted leaders on the other side are concerned with their relations with subordinates. Costa and McCrae (1992) also views extraversion as an interpersonal attribute. Also, person-oriented behaviours (i.e., friendliness, approachability and concern with pleasant interpersonal relationships) are closely associated with the attributes of extraversion such as the tendency to be sociable, outgoing, grega-rious, warm-hearted, expressive and talkative (Kasapoglu, 2011). Accordingly, the person-oriented and production-oriented theory generally suggests that conscientious-ness and extraversion together may be related to strong leadership effectiveness. Previous studies have not clearly studied the additive effect of conscientiousness and extraversion on leadership effectiveness. Hence, the current study was seeking for empirical evidence of this relationship.

MATERIALS AND METHODS

Research participants

In this research study at hand, the population constituted of 261 managers from local government departments that were covered for the study which included Buffalo City Municipalities and Local Government and Traditional Affairs Departments in Bisho and East London Town. The population of managers constituted of top-level, middle-level and lower-level managers. Using a convenience sampling technique, 222 respondents were obtained to participate in the research study. Amongst the selected, 53.2% of the respon-dents were female managers and 46.8% were male managers.

Measuring instruments

A self – administered questionnaire was employed to collect data from the respondents. The questionnaire employed in this research study consisted of 33 items, which were used to determine the relationship between conscientiousness, extraversion and leader-ship effectiveness among local government managers. The questionnaire comprised of three sections; that is, section A, B and C. Items in section A focused on some demographic information of the respondents; namely gender and position. Section B had 24 statements that focused on conscientiousness (12) and extraversion (12). The subscales for extraversion and conscientiousness were selected from John (1990)'s initial and validated big-five prototypes. The 112 items were selected as initial prototypes for the Big Five because they were assigned to one factor by at least 90% of the judges (John, 1990). The subscales for conscientiousness and extraversion were therefore, selected from these initial validated prototypes for the Big Five to develop the researcher's question-naire. Internal consistency (Cronbach's alpha) estimates for the conscientiousness (0.883), and extraversion (0.872) scales were found to be within the acceptable range to support the reliability of

the scales used according to Sekaran (2000). Section C had 6 statements on different facets of leadership effectiveness adopted from Fleenor and Bryant (2002). Previous scholars found fairly high reliabilities for these scales, as well as their acceptable validity as a measure of leadership effectiveness (Lombardo and McCauley, 1994). The alpha reliabilities ranged from 0.70 to 0.92 (m = 0.83) and the test-retest reliabilities for rating by others researchers ranged from 0.49 to 0.84 (m = 0.72). Internal consistency (Cronbach's alpha) estimates for the leadership effectiveness (72.5) scales was found to be generally consistent with the pattern of reliability information reported for these scales in the reliability information reported for these scales by Fleenor and Bryant (2002). The majority of the statements in the questionnaire were closed ended response statements which increased chances of participation by the respondents. The response categories ranged from strongly agree to strongly disagree in a five point likert scale.

Research procedure

The employment of a convenience sampling method enabled the researcher to choose any member of the population that was available during the research process without considering their criteria (Welman et al., 2005). Convenience sampling is a non-probability sampling procedure, and as such, not all elements had an equal opportunity of being included or selected in the sample. It involved selecting haphazardly those managers that were easiest to obtain for the sample (Welman et al., 2005). The data collection process continued until the required sample size of 222 managers was reached. 240 questionnaires were distributed to the respon-dents who were part of the population of the study. The selected managers were requested to fill the questionnaires voluntarily and this did not require much assistance from the researcher because the managers were literate and they understood the questions without difficulty.

Statistical analysis

Data analysis is the conversion of meaningless data into valuable information that can be easily understood. It involves the reduction of accumulated data to a manageable size, developing summaries, looking for patterns and applying statistical techniques. It also includes the interpretation of research findings in the light of the research objectives and determines if the results are consistent with the research hypotheses and theory. Editing, coding and pro-cessing of data forms the integral part of data analysis process. The collected data was analysed using the Pearson correlation and Multiple regression analysis methods which was achieved by using the statistical package for social sciences (SPSS) system of statistical analysis. Tables were also drawn to depict the statistical information.

RESULTS

The research findings were analysed paying particular attention to the research objectives, hypothesis and the research questionnaire. Tables were employed in this analysis. Descriptive statistics such as tables were used to aid the analysis of data because they are an effective way of depicting relations and trends. The following sections examine the analysis and interpretation of data obtained from the respondents through the questionnaire and the explanation of their relation to the research

Table 1. Correlation for Conscientiousness, Extraversion and Leadership Effectiveness

Variables	Conscientiousness		Extraversion	
	p-Corr	P-value	p-Corr	P-value
Problems with Interpersonal Relationships	0.264**	0.000	0.131	0.050
Difficulty in Molding a Staff	186**	0.006	0.233**	0.000
Difficulty in Making Strategic Transitions	0.387**	0.000	0.376**	0.000
Lack of Follow-Through – overly ambitious, untrustworthy	0.514**	0.000	0.302**	0.000
Overdependence – over-dependent on advocate or mentor	0.366**	0.000	0.238**	0.000
Strategic Differences with Management	0.109	0.104	0.193**	0.004
Overall leadership effectiveness	0.458**	0.000	0.379**	0.000

**. Correlation is significant at the 0.01 level (2-tailed).

hypotheses. Statistical correlation was used in testing the research hypotheses of which the relationship between conscientiousness, extraversion and leadership effectiveness among local government managers were put under test. Leadership effectiveness was measured as a low score on the derailment factors, indicating that a manager is performing effectively in those areas in which poor performance can lead to derailment.

H$_1$: Conscientiousness is significantly related to leadership effectiveness.

The statistical method which was used to test this hypothesis is the Pearson correlation method. It is a method which tests the level of correlation between an independent variable and dependent variable in order to come out with a more objective conclusion from the results. This test was used to see if there is a relationship between conscientiousness and leadership effectiveness among local government managers. The reason was to test if conscientiousness influences the managers' ability to lead effectively in their organisations. The results which were obtained are shown below in Table 1. Regarding the leadership effectiveness facet of problems with interpersonal relationships, the results showed a significant relationship between conscientiousness and leadership effectiveness (r = 0.264; p ≤ 0.000). Based on this finding, the hypothesis (H$_1$) is accepted at the 0.01 level (2-tailed). With difficulty in moulding a staff, the results showed that there is a significant relationship between conscientiousness and leadership effectiveness (r = 0.186; p ≤ 0.006), and this means that the hypothesis is accepted. Also, with difficulty in making strategic transitions, the results showed a significant relationship between conscientiousness and leadership effectiveness (r= 0.387; p ≤ 0.000). Based on this finding, the hypothesis is accepted. Regarding the leadership effectiveness facet of lack of follow-through, the results showed a significant relationship between conscientiousness and leadership effectiveness (r= 0.514; p ≤ 0.000), and this means that the hypothesis is accepted. In addition, with the leadership effectiveness facet of overdependence,

the results showed a significant relationship between conscientiousness and leadership effectiveness (r= 0.366; p ≤ 0.000). Based on this finding, the hypothesis is accepted. Furthermore, with the leadership effectiveness facet of strategic differences with management, the results showed an insignificant relationship between the variables under discussion (r = 0.109; p ≤ 0.104), and this means that the hypothesis is rejected since their level of significance is above 0.01 level (2-tailed). Regarding overall leadership effectiveness, the results showed a significant relationship between conscientiousness and leadership effectiveness (r = 0.458; p ≤ 0.000). Based on this finding, the hypothesis is accepted.

H$_2$: Extraversion is significantly positively related to leadership effectiveness.

The statistical method which was used to test this hypothesis is also the Pearson correlation method. This test was used to see if there is a relationship between extraversion and leadership effectiveness among local government managers. The reason was to test if extraversion influences the managers' ability to lead effectively in their organisations. The results which were obtained are shown above in Table 1. Regarding leadership effectiveness facet of problems with interpersonal relationships, the results showed a significant relationship between extraversion and leadership effectiveness (r= 0.131; p ≤ 0.050). Based on this finding the hypothesis (H$_2$) is accepted at the 0.01 level (2-tailed). With difficulty in moulding a staff, the results showed that there is a significant relationship between extraversion and leadership effectiveness (r =0.233; p ≤ 0.000), and this means that the hypothesis is accepted. Also, with difficulty in making strategic transitions, the results showed a significant relationship between extraversion and leadership effectiveness (r = 0.376; p ≤ 0.000). Based on this finding, the hypothesis is accepted. Regarding leadership effectiveness facet of lack of follow-through, the results showed a significant relationship between extraversion and leadership effectiveness (r = 0.302; p ≤ 0.000), and this means that the hypothesis is accepted. In addition,

Table 2. Multiple regression between Conscientiousness and Extraversion, on the one hand, and Leadership Effectiveness, on the other

Multiple R	0.495		
R-Squared	0.245		
Adjusted R Squared	0.238		
Standard Error	1.682		
F	35.499		
Sign F	0.000[a]		
Variable	**Beta**	**T**	**Sig T**
Conscientiousness	0.218	5.419	0.000
Extraversion	0.169	3.188	0.002

with the leadership effectiveness facet of overdependence, the results showed a significant relationship between extraversion and leadership effectiveness (r = 0.238; p ≤ 0.000). Based on this finding, the hypothesis is accepted. Furthermore, with the leadership effectiveness facet of strategic differences with management, the results showed a significant relationship between the variables under discussion (r = 0.193; p ≤ 0.004), and this means that the hypothesis is accepted since their level of significance is below 0.01 level (2-tailed). Regarding overall leadership effectiveness, the results showed a significant relationship between extraversion and leadership effectiveness (r = 0.379; p ≤ 0.000). Based on this finding, the hypothesis is accepted.

H₃: Conscientiousness and extraversion are additively significantly related to leadership effectiveness.

Multiple regression analysis method was employed to test hypothesis three; specifically, to test the relationship between two variables on one side and one variable on the other side. This test was used to see if there was an additive effect between conscientiousness and extraversion on one side and leadership effectiveness on the other side. The reason was to test if conscientiousness and extraversion combined influence the managers' leadership effectiveness more than these variables individually. The results that were found are shown in the Table 2 below.

The results showed that the multiple correlation value is 0.495, with the R-squared value being 0.245. This therefore shows that 0.245 (24.5%) of the variance in leadership effectiveness can be attributed to the independent variables (conscientiousness and extraversion) entered into the regression. The F-statistics of 35.499 is significant at the 0.000 level showing that this is a highly significant relationship. Table 2 above also shows a Beta weight of (β = 0.218; $p < 0.000$) for the relationship between conscientiousness and leadership effectiveness. This means that conscientiousness accounts for 0.218 (21.8%) of the variance in leadership effectiveness, and

this is a highly significant proportion of variance. The same table also shows a Beta weight of (β = 0.169; $p < 0.002$) for the relationship between extraversion and leadership effectiveness. This means that extraversion accounts for 0.169 (16.9%) of the variance in leadership effectiveness, and this is a highly significant proportion of variance. While conscientiousness accounts for a higher amount of variance in leadership effectiveness than extraversion, both variables account for a highly significant proportion of variance. Table 2, moreover, shows that R-squared is ($R^2 = 0.245$). This means that the two independent variable of conscientiousness and extraversion together account for 0.245 (24.5%) of the variance in leadership effectiveness. This finding is in support of H₃ that, 0.245 is higher than the Beta weight for both conscientiousness (β = 0.218) and extraversion (β = 0.169). The two independent variables therefore, have an additive effect that results in them accounting for a greater amount of variance in leadership effectiveness than the two of them working separately. The results therefore, denote the acceptance of the hypothesis (H₃), i.e. there is an additive effect between conscientiousness and extraversion whereby the two factors when combined account for a higher proportion of variance in leadership effectiveness than each of them separately.

DISCUSSION

The purpose of this study was to investigate the relationship between conscientiousness, extraversion and leadership effectiveness among local government managers. It was hypothesised that conscientiousness is significantly related to leadership effectiveness (H₁); that extraversion is significantly related to leadership effectiveness (H₂) and that conscientiousness and extraversion are additively significantly related to leadership effectiveness (H₃). The understanding of the relationship between these variables is of paramount importance for the selection and development of leaders or managers in the local government organisations. Thus, local government organisations should use conscientiousness and extraversion personality traits as their basis for selecting their personnel for leadership positions and also in developing them. The results of the study found that conscientious managers in the local government have no interpersonal relationships problems. They are able maintain teams and do not have relationship challenges (Hogan et al., 2009). They are more likely to be trusted to make effective decisions that are almost acceptable to everyone and satisfy the needs of all stakeholders (Fincham and Rhodes, 2005). Thus, there would be no corruption and dishonest in dealing with the public and inability to provide appropriate services that hinders the process of economic development in the local government because conscientious managers show a high self-discipline and awareness of their responsibility to themselves and society (Md Nawi et al., 2012). These

kinds of managers are very responsible with what they do and are very careful to make a decision (Lounsbury and Gibson, 2008). The current study also showed that conscientious local government managers have no challenges in moulding their staff. They equip their staff and positively influence them (Collins, 2001). They also engage in behaviours that support subordinates environ-ments and abilities in a manner that covers up for their weakness, and is instrumental to their subordinates' satisfaction and performance (House, 1996). The present study also found that conscientious local government managers have no challenges in making strategic transitions. Being conscientious is related to a managers' responsibility of planning (Borghans et al., 2008). The results are also consistent with the previous findings. For instance, Wildermuth et al. (2012) showed that strategic thinking is positively related to conscientiousness. The results also imply that the culture of the Eastern Cape local government that can promote an effective and efficient spending of the annual provincial budgetary allocation will be achieved because these managers are able to fulfil most of their commitments and plans (Md Nawi et al., 2012). Conscientiousness influences on how the manager strategically align resources with the vision (Hogan and Hogan, 1997). In addition, the present study found that conscientious local government managers are not overly ambitious and untrustworthy. They are more trusted to make the right decisions that are fair and that satisfy the needs of all parties affected by decisions (Fincham and Rhodes, 2005). The trustworthiness attribute of leaders is the only most important determinant of their support over time. It is an attribute that develops from the alignment of the leaders' values and beliefs with behaviours (Kouzes and Posner, 1993). The South African economy will therefore be served efficiently by local government departments that are managed hones-tly, where managers abide by strong ethical practices when they deal with the public at large (Schwab, 2012). This current study also showed that conscientious local government managers have no challenges of over-dependence. They make their own decisions (Kirkpatrick and Locke, 1991). Effective organisations are led by individuals who have the ability to make an initiative (Collins, 2001). However, the current study also showed that local government managers who are conscientious have problems of strategic differences with their superiors. They are quite individualistic in their leadership strategy (Fincham and Rhodes, 2005). Their decision to change their strategic framework within which they are supposed to operate can work against them. They may become perfectionists and inflexible about procedures and policies (Hogan and Hogan, 2001). This may create problems of excessive bureaucracy and red tape and overregulation. Overall, the present study found that conscientious local government managers are effective leaders. This finding is consistent with the previous research findings. For instance, Fincham and Rhodes

(2005) showed in their meta-analysis research that effec-tive leaders are highly conscientious. They engage in goal-directed behaviours and perform tasks carefully and enthusiastically (Gellatly and Irving, 2001). They adhere to a set of ethical standards and are further guided by community values (Gildenhuys, 2004).

The present study also found that extravert managers in the local government have fewer problems in inter-personal relationships. The social engagement of the extravert leader is superficial (Fincham and Rhodes, 2005). However, this finding is very uncommon as the same researchers also argue that leadership effective-ness is related to high levels of extraversion (i.e. leaders are lively, socially confident, and affiliative). The energy, enthusiasm and more expressive behaviour of an extravert leader are significant facets of this attribute of leadership. They promote positive work relationships, interactions with subordinates and public relations (Gellatly and Irving, 2001). The study also found that extravert local government managers have no problems in moulding their staff. They are more willing to be leaders and do not over-manage their subordinates (Achuar and Lussier, 2010). This finding of the present study is also supported by the path-goal theory which states that effective leaders create favourable environ-ments for subordinates so that they can achieve organisational goals (House, 1971). The current study also showed that extravert local government managers have no challenges in making strategic planning. Strate-gic thinking is positively associated with extraversion (Wildermuth et al., 2012). These managers will help address a serious deficiency of strategic managers that have a requisite knowledge of the context of institutional change and that could manage complex political-administrative relationships (Khwela, 2013). In addition, these managers are not overly ambitious and untrust-worthy. Extraversion is positively associated with leaders who are trustworthy in some organisations (Bakker et al., 2010). These managers also have no problem of over-dependence. They actively develop strategies to solve problems rather than relying on their superiors (Antonioni, 1998). Thus, they have the ability to support their decisions with more vigour (Fincham and Rhodes, 2005). Furthermore, the findings of the current study showed that extravert local government managers have no strategic differences with their superiors. The relationship between flexibility and extraversion is very strong (Zaccaro et al., 2004). Meta-analysis studies therefore, argue that an individual who is a leader requires a high level of flexibility (Zaccaro et al., 2004). Overall, the present study found that extravert local government managers are effective leaders. Leadership effectiveness is associated with high levels of extraversion (Fincham and Rhodes, 2005). Extraversion is more positively related to effectiveness in positions requiring managers to interact with other people (Hurtz and Donovan, 2000).

Furthermore, the present research findings showed that

local government managers who are both conscientious and extravert are more effective leaders. This finding is consistent with the previous researchers. For instance, DeRue et al. (2011) argue that leaders who are high in both conscientiousness and extraversion are highly likely to be effective leaders. The local government in Eastern Cape can therefore, select managers with these personality traits to address leadership deficiency which became evident after the loss of effective leaders. However, conscientiousness is the most reliable measure of leadership effectiveness. Singh (2009) also argues that extraversion and conscientiousness are important personality attributes for leadership effectiveness. Moreover, this finding of the present study is supported by the Person-oriented versus Production-oriented theory which proposed that leaders differ along two dimensions of initiating structure (production-oriented) and consideration (person-oriented) (Likert, 1961). Leaders that are strong on the initiating structure are concerned mainly with production, and focus mainly on ensuring that the work is completed according the standards required. They engage in behaviours such as organising work, motivating subordinates to follow standards, setting goals, and clarifying leader and subordinates roles. On the other hand, leaders strong on consideration are concerned primarily with developing good interpersonal relationships with their subordinates, clarifying things to them, and promoting their welfare. The style of leadership in which leaders show high concern with both production (conscientiousness) and people (extraversion) appears to be the one effective in different organisational situations (Likert, 1961).

Managerial implications

The local government managers that were conscientious and or extravert were found to be effective leaders in their organisations. This means that the human resources department in the local government should use conscientiousness and extraversion personality traits as their basis for making selection and leadership development decisions. This will help organisations to succeed in achieving their missions and strategic objectives because they will make wise selection decisions. Overall, this means that the local government departments should also start using psychometric assessments methods in their selection and recruitment processes and leadership development programmes. The present study also found that conscientiousness account for a higher proportion of variance in leadership effectiveness than extraversion. This means that organisations must pay more attention to selecting individuals with higher levels of conscientiousness to ensure higher levels of leadership effectiveness. This finding is also supported by Barrick and Mount (1993) who stated that predictors under conscientiousness have the strongest relation to leaders'

effectiveness. However, extraversion was also found to be having a high proportion of variance and as such, it also deserves a strong consideration as well when selecting and developing leaders.

Limitations and future research directions

The respondents used in this present study were the local government managers from all the management levels. However, it is not all the managers in the organisation that have leadership responsibilities (Kotter, 1990). Some managers are regarded as leaders whereas others are not regarded as such. Accordingly, this may have affected the reliability of the results obtained. Only self-administered questionnaires were used in the study, and this increases the possibility of common method variance. Common method variance refers to the amount of spurious covariance shared among variables because of the common method used in collecting data (Meade et al., 2007). This common method variance causes biased correlations in organisational research. Such method biases create problems because the actual phenomenon under study becomes difficulty to differentiate from measurement artefacts (Hufnagel and Conca, 1994; Avolio and Bass, 1991). Leadership effectiveness is viewed as the low ratings on the derailment scales; in other words, the demonstration of effective behaviours on these scales. However, this operationalization involves a narrow range of the behaviours and attributes that make up the construct of leadership effectiveness. This therefore, limits the findings of this present study to factors related to derailment. The present study focused mainly on the leadership effectiveness as a dependent variable. However, it is also very important that future studies use those facets that make up leadership effectiveness construct as dependent variables. This will make an in-depth and more thorough study as compared to the present one in respect of those facets of leadership effectiveness construct. Furthermore, some future studies should use qualitative rather than quantitative techniques like the present study. This will help to ensure the triangulation of research findings. Triangulation is often used to counteract "common method variance". Thus, one can be more confident with similar findings obtained from different methods.

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