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Propositions

Belonging to the PhD dissertation

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George Igulu

1. The perception, expressed in political debate, that the executive director has a large impact on the performance of the LGA is refuted in this dissertation. (chapter 15)
2. The tentative consensus in the literature that managers commonly perform routine tasks on a daily basis (Mintzberg 1971; Allan 1981; Lau et.al 1980; Kurke & Aldrich 1983; Dargie 1998; Tengblad 2006) is confirmed in this study. (chapter 6)
3. The directors in the LGA exhibit all managerial roles in their daily work. (chapter 6.4)
4. Activities of executive directors are primarily initiated by other (state) agents; there is little room for own initiative. (chapter 6)
5. In their dealings with their subordinates the leadership behavior of the executive directors in LGAs mostly reflects the transformational and Ubuntu leadership styles. (chapter 7)
6. In their dealings with the executive director, heads of department mainly exhibit behavioral compliance, as is common in classic hierarchical organizations. (chapter 8)
7. To enhance the position of the executive director in the LGA as a leader rather than as a bureaucrat the full council should participate in the appointment and assessment of the executive director as well as in the drafting of the job description. (chapter 16)
8. The work of executive director becomes effective whenever he invests in establishing and using social networks such as support from fellow executive directors, councilors, officials from the ministries and central government agencies. (chapter 15)
9. Social events and activities are perceived by subordinates as ways of showing that the executive director is part and parcel of the community, despite his/her hierarchical position in the LGA. (chapter 15)
10. A national system of public administration has to develop its own indigenous ways and means for shaping and operating public institutions (De Ridder et al, 2015).