UNIVERSITY OF KWAZULU-NATAL

Leadership style and employee commitment: a case study of the KZN Office of the Premier

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DECLARATION

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ABSTRACT

The researcher examined the relationship between the three leadership styles, namely, the transformational, transactional and laissez-faire styles as well as employee commitment and the perceived leadership style displayed by managers in the Office of the Premier in Kwa-Zulu Natal. Radical social and economic transformation is a topical issue on the political agenda of the South African political leaders. The South African political leaders are slowly transforming the government sector and this can be linked to leadership styles and employee commitment.

A quantitative methodology was used for this study and self-administered questionnaires, consisting of a Multi-Factor Leadership Questionnaire (MLQ) and an Organizational Commitment Questionnaire (OCG) were used to gather data from 150 respondents, 87 of whom responded. The Statistical Package of the Social Sciences (SPSS) Version 24.0 was used for the statistical analysis. A convenient sampling method was used because the researcher only focused on employees based in Pietermaritzburg. The reliability of the overall questionnaire was tested using Cronbach's Alpha method. The Cronbach's Alpha test showed a strong internal consistency amongst the questionnaire items. This shows that the questionnaire's leadership and organisational skills items were indeed a measure of the same constructs as would be expected from a well-designed questionnaire.

It was found that the transformational and transactional leadership styles are the most adopted styles while the laissez-faire style, although it is adopted, is not as preferred as the other two leadership styles. The leadership style and employee commitment were found to be positively related. This implies that leadership styles play a vital role in employee commitment at the Office of the Premier. It is important for the leadership of the departments at the Office of the Premier to consider the findings to meet the organisational goals. It is further recommended that leadership in the Office of the Premier should embrace the transformational leadership style to transform the organisation and the workers, as well as to motivate the employees to work together to change the organisation and create sustainable productivity.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE

OVERVIEW OF THE CHAPTER

1. 1 Introduction

The organisational environment is rapidly changing, demanding a commitment from all aspects of the workplace. The concept and impact of leadership have been widely researched and contested amongst academics, practitioners and professionals. Studies have been conducted linking organisational success to leadership styles, societal culture, employee commitment, organisational commitment, etc. (Alkahtani, 2016, p. 25: Acar, 2012, p. 219). These factors are deemed to be necessary for organisations, whether in the private or public sectors, in order to remain competitive within the changing business environment.

Studies drawing from various styles of leadership, such as the transformational, transactional, laissez-faire, autocratic, servant, charismatic, democratic, bureaucratic styles, etc. have been conducted. Within the limitations of this study, the researcher examined the impact of leadership style on employee commitment by considering three leadership styles, namely, the transformational, transactional and laissez-faire styles. Employee commitment is considered to be one of the antecedent determinants of performance (Ajila and Awonusi, 2004, p. 9). It is vital for organisational success (WeiBo, Haur and Jun, 2010, p. 12) because Lo (2009, p. 134) notes that committed employees are less likely to engage in withdrawal behaviour, and employees with a high level of commitment tend to be highly satisfied and fulfilled (Irefin and Mechanic, 2014, p. 32).

Similarly, although organisations require competent and committed employees to flourish, the leadership styles portrayed by managers go a long way in determining the commitment levels of employees. Thus, good leadership plays a vital role in the wellbeing of society, reflects the level of success of the organisation, in the discovery of an individual's abilities and their hidden potential skills, which can benefit the organisation as a whole (Mahmood, 2015, p. 1). Given the backdrop on leadership and employee commitment, this chapter presents the background of the study, the problem statement, the research questions, the aim and objective of the study, the preliminary literature review, the preliminary research methods, the significance, justification and contribution of the study, as well as delimitations of the study and its conclusion.

1.2 Background to the Organisation of the Study

The South African inter-governmental system is decentralised, with three inter-dependent, inter-related, but different spheres of government. This creates difficulties for policy formulation and implementation, including monitoring and evaluation. Provincial departments have the special task of ensuring that not only the provincial policy and planning frameworks are aligned to the national plans and priorities, but also that the local government Integrated Development Plans (IDPs) are harmonised with the provincial growth and development strategy and reflect the national priorities. (The role of Premier's Offices in Government-wide Monitoring and Evaluation, 2008, p. 2). The Office of the Premier is mandated to provide strategic leadership and direction for provincial policy formulation and review, as well as for planning and overseeing service delivery and implementation in support of the provincial and national priorities and plans. The results of this study will inform the organisational leadership to decide on which styles to adopt, to keep employees more devoted and inspired and to have a much stronger commitment to the organisation. The Office ensures that the provincial department's plans correspond with those of the IDP, to align the policies, planning and budgeting of all three spheres of government. The Office of the Premier has to monitor the provision of basic services by municipalities to ensure the growing awareness of the socio-economic rights of the citizens of the province.

The Premier's Office exists to support the Premier in the implementation of his constitutional, jurisdictive and policy mandates. The Department is the centre of governance in the Province, and, as such the office is required to deliver decisive leadership and direction, with a strong focus on clear and well-articulated goals, objectives and targets, to make sure that the mandates are delivered in an effective, efficient and economical way (KZN Premier Annual Performance Plan, 2016, p. 7). The Office of the Premier is the centre of government for all provincial departments. Its responsibility lies in the coordination and integration of all transversal policies and programmes, as well as in monitoring, evaluating and reporting on all government programmes in the province (KZN Premier Annual Performance Plan, 2016, p. 7). The department is always affected by the changes in leadership due to political changes in administration. This results in the leader not being able to accomplish goals and objectives mapped out for the period while in the office. When a new leader joins the department, he/she comes with his or her ambitions that are different from those of previous leader, hence the researcher will seek to determine the effect of a change in leadership on an employee's commitment at the Office of the Premier.

2

It is against this background and the ongoing issues that the researcher deemed it necessary to examine the influence of transformational, transactional, and laissez-faire leadership styles on the commitment of employees at the Office of the Premier in KwaZulu-Natal. The researcher acknowledges other leadership styles but has focused specifically on the abovementioned three because there is evidence among researchers to show that they are being applied on modern-day organisations as a new paradigm for understanding leadership (Acar, 2012, p. 219). Transformational leadership has gained popularity due to its emphasis on key inspiration and follower development, which fit the current needs of work groups today, who want to be motivated and empowered to succeed during uncertain times Northouse (2011, p. 161). Transactional leadership is noted for its carrot and stick approach to achieve the organisational goals. Employees are rewarded based on the task accomplishment and to avoid punishment, leader's requirements are also accomplished (Abasilim *et al.* 2019, p. 3).

Transformational and laissez-faire styles are more useful in encouraging the employees to work independently and creatively. Transactional style is more effective when the leader want to set new practices and need to implement them within stipulated timeframe (Al-Daibat, 2017, p. 27). One of the most widely recognised approaches to leadership is situational leadership which was developed by Hersey and Blanchard. According to Northouse (2016, p. 93), the situational approach focuses on leadership in situations. It emphasises that different situations demand different kinds of leadership. One leader may be effective in many different situations. The leader can change their style to fit the situation. If successful, they can reach out to a variety of followers. The researcher did not chose the situational leadership style because not everyone can potray the situatioanal leadership style successfully and it focuses more on immediate needs than long-term needs of the organisation.

1.3 Problem Statement

Sekaran (2016, p. 33) defines a problem statement as an area of concern, or a condition to be improved, that exists in the literature, in theory, or in practice, that points to the need for meaningful understanding and deliberate investigation. A viable research problem is usually noted in the introduction of the research to identify why the study is critical (Creswell, 2005, p. 49). It is within this context that leadership and employee commitment are very critical issues of concern in the South African public sector and beyond. The South African political landscape is changing, thus resulting in changes in the leadership structure. The changes do not allow leaders to complete their politically-elected tenure period, resulting in the leader not being able to accomplish the goals and objectives that they have mapped out for the period while in office. Employees that felt victimized by a previous

3

administration may feel especially threatened by the changes and seek supportive leadership. These changes may affect the attitude of the employees within the organisation, hence the need to constantly ensure that employees are motivated. Thus, the overarching effect manifests itself in the employees' commitment to service quality and service delivery.

1.4 The Research Questions

The main research question of the study thus reads: How do the transformational, transactional and laissez-faire leadership styles affect an employee's commitment in the Office of the Premier in KwaZulu-Natal? The sub-research questions are as follows:

- What are the perceived leadership styles that management displays in the Office of the Premier?

- How does the transformational leadership style encourage an employee's commitment?

- How does the transactional leadership style influence an employee's commitment?

- How does the laissez-faire leadership style affect an employee's commitment?

1.5 The Aim and Objective of the Study

The study aimed to examine and discover the impact of the transformational, transactional and laissez-faire leadership styles on employee commitment in the Office of the Premier in KwaZulu-Natal, and to establish the influence of these leadership styles on the employees' commitment. The subsequent research objectives derived from the main aim are:

a) to investigate the perceived leadership styles of managers as displayed in the Office of the Premier:

b) to determine how the transformational leadership style affects the commitment of employees in the Office of the Premier.

c) to ascertain how the transactional leadership style affects the commitment of employees in the Office of the Premier; and

4

d) to examine the effect of the laissez faire leadership style commitment of the employees in the Office of the Premier.

1.6 Preliminary Literature Review

According to Hofstee (2006, p. 25), a preliminary literature review provides the reader with an idea of how the researcher has systematically reviewed the literature. This section provides a synopsis of the general concept of leadership. Also, perspectives in leadership, such as management and leadership, power and leadership, the concept of value and trust in leadership, as well as transformation and leadership, are presented. Furthermore, the theories underpinning the study, such as Blake and Mouton's theories, Hertzberg's two-factor theory, as well as, Hersey and Blanchard's theories, are discussed. The researcher further presents information on the types of leadership, such as the transformational, transactional and laisser faire styles and explains the idea of organisational commitment concerning leadership styles. The concept of leadership acceptance and the relationship between leadership styles and employee commitment are also explained. Finally, the South African perspective of leadership and commitment is presented.

1.7 Preliminary Research Methodology

The study adopted both a descriptive and correlational research design. Creswell (2014, p. 34) defines the descriptive research design as a method of describing the characteristics of the population or the phenomenon being studied. Correlational research is a statistical investigation into the relationship between two or more variables (Leedy *et al.*, 2015, p. 102). The researcher considered the study to be a positivist research paradigm and adopted a quantitative research approach. A non-probability sampling method was used for the study, and the population of the study consisted of 536 employees of the Office of the Premier, which are based in Pietermaritzburg and Durban. Out of this population, the researcher targeted 300 employees who were based in Pietermaritzburg only. In view of this, a sample size of 150 employees, who were conveniently available, was selected from the target population. Data were collected by means of the survey method and by using closed-ended questionnaires. The data were analysed using the Statistical Package for Social Sciences (SPSS), Version 24. The research measured the validity and reliability of the research instruments and that of the study. In measuring the validity and reliability of the research instrument, the services of a statistician were employed and questions were used that had already been sampled in previous reliable research studies. In addition, the researcher conducted a test-retest to measure the reliability of the

5

study. Furthermore, the validity of the study was measured in line with the construct and content types of validity.

1.8 The Significance, Justification and Contribution of the Study

Leadership style and employee commitment have been studied extensively by researchers. The concept of leadership styles and how they impact on employee commitment is important for the realisation of organisational goals and objectives in the public sector. The study of leadership styles and how they affect employee's commitment to the organisation should be an important issue of concern for provincial departments receiving large portions of the government budget. However, only a few studies have addressed these two concepts in the public sector, specifically the Premier's office, which is the biggest office in the province. The Office of the Premier plays an important role of providing strategic leadership and direction for provincial policy formulation and review, planning and overseeing service delivery planning and implementation, in support of the provincial and national priorities and plans. The study of leadership styles and how they affects employee commitment is relevant to the South African public service, due to the changing political environment.

1.9 Delimitations of the Study

Delimitations are the boundaries that the researcher sets for the study (Perry, 2011, p. 8). This study focused on leadership styles and was conducted in the Office of Premier in KwaZulu-Natal provincial government. Therefore, the findings may not be generalized, but may provide an input for other Provincial Premier's offices.

1.10 The Outline of the Dissertation

The structure of the dissertation is presented in five chapters, as follows:

Chapter 1: This chapter explains the background of the study, the problem statement, the research questions, the aim and objective of the study, the preliminary literature review and preliminary research methodology, the significance, justification and contribution of the study as well as the delimitations and summary of the chapter.

Chapter 2: This chapter discusses the literature review of the study. The literature focuses on leadership and employee commitment. It provides a brief explanation of the concept of leadership and its perspectives. The chapter also discusses the theories underpinning leadership, the leadership styles and their components, the concept of commitment and employee commitment and the impact of leadership styles on employee commitment. The study also investigates the relationship between leadership styles and employee commitment. A further investigation was undertaken to establish an appropriate theoretical framework underpinning the study, and lastly, to establish the South African perspective on the leadership styles and what effects they have on employee commitment.

Chapter 3: This chapter presents discussions on the research methodology that were adopted for the study. The discussion focuses on the research philosophy and design, the research approaches, the study site, the population, the sample, the sampling techniques, the data analysis and data quality, the research instruments used to conduct the study, as well as the ethical considerations.

Chapter 4: This chapter presents the empirical findings of the study and the discussion of the results. More, specifically, the analysis of the characteristics of the sample, such as the response rate and results of the pilot study are presented. In addition, the results and discussion of the descriptive and inferential analysis of leadership styles and commitment are presented.

Chapter 5: The chapter summarizes the findings of the study, in particular, a summary of the findings as per the specific objectives of this study are presented, as well as the conclusions, recommendations and limitations of the study.

1.11 Summary of the Chapter

Leadership is critical in the creation of positive performance and transformation in an organisation, as it encourages creative and innovative ideas that result in employee commitment (Sousa, 2011, p. 11). The success or failure of an organisation is highly dependent on the effectiveness of the leadership that is provided. It also provides a general overview of the research study. The chapter provided the background of the study, the problem statement, which gives an insight into the outcome of good leadership within an organisation, the research questions, the aim and objective of the study, the preliminary literature review and preliminary research methodology, the significance, justification and contribution of the study, delimitations of the study, as well as the outline of the dissertation. The next chapter, namely, chapter two focuses on the literature relating to the study.

CHAPTER TWO

LITERATURE REVIEW ON LEADERSHIP STYLES AND EMPLOYEE COMMITMENT

2.1 Introduction

The importance of current literature is critical in conducting a research study. According to Maggio *et al.* (2016, p. 297), The literature review is a synthetic analysis and summary of what is known and unknown regarding the topic of a scholarly body of work, including the place of the current work within the existing knowledge. Leedy *et al.* (2015, p. 70) states that the literature review can help a researcher to discover whether the research questions have already been addressed by other researchers. In addition, it can help the researcher to articulate clear goals, to show preparation, to select methods, to communicate the relevant results, and to engage in reflective critique (Maggio *et al.*, 2016, p. 297). In conducting a literature search, the researcher reviewed published and unpublished material such as articles and books and provided a description, summary and critical evaluation of the topic under study.

Given the background, this chapter reviews existing documents within the research focus area. The value system of every organisation, to a certain degree, determines its success. As such, the leadership, organisation, culture and organisational philosophy are all linked to the organisational effectiveness. In the public sector, the national elections signify a substantial strategic regeneration for government leaders. However, such strategic renewal poses significant challenges to the effectiveness of the elected leader. Organisations are facing increasing competition and the ability of a leader to successfully and effectively manage its organisation lies heavily on the commitment of its human resources. It is against this backdrop that this chapter discusses the related literature on leadership and employee commitment.

First, this chapter provides an insight into the concept of leadership, followed by various perspectives in leadership. The next aspect presented by the researcher is a section on various theories underpinning the study. This is followed by a section on the different types of leadership. Furthermore, a section is presented that addresses the link between leadership styles and commitment, as well as, a section on leadership acceptance and the relationship between leadership styles and employee commitment. The next aspect presented by the researcher is the South African perspective

of leadership and commitment. The identified research gap for the study was presented and, thereafter, concluding thoughts are shared.

2.2 Conceptualising Leadership

The concept of leadership has been long researched, debated and defined by different scholars from different perspective. The definitions of leadership have been linked to the traits, behaviour and values of the leader, as well as the situations facing the leader in his/her decision-making. According to Waris (2017, p. 2), leadership is a process by which leaders have an influence over the subordinates to guide structure and facilitate activities and relationships in an organisation. This is confirmed by Al-Sawai (2013, p. 1), who defines leadership as the behaviour of an individual when directing the activities of a group toward a shared goal. This definition goes well with that of Northouse (2011, p. 3), who regarded leadership as a process whereby an individual influences a group of individuals to achieve a common goal. In this regard, the key activity of leadership involves influencing the group activities and coping with change (Al-Sawai, 2013, p. 1).

Northouse (2015, p. 6) defines leadership as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish the shared objectives. These definitions show that leadership is a process of intentionally influencing people to guide, structure and facilitate the activities and relationships in a group or an organisation. Alkahtani (2015, p. 24) attest to the fact that leadership is a process that involves influencing surbodinates, occurs within a group contact, and involves attaining the goals of the organisation. The success of the organisation in terms of addressing its vision and objectives depends on the effective leadership style within an organisation (Dlamini *et. al.* 2017, p. 1). Leadership is a management function which helps to maximise the efficiency and to achieve the organisational goals (Dahie *et.al.* 2017, p.14838). The process is carried out by applying leadership knowledge and skills (Acar, 2012, p. 218). Leadership has been observed from numerous perspectives, including the personal characteristics of the leader, the nature of the organisational environment and the characteristics of the subordinates and has been linked to many organisational issues. Therefore, leadership can be generally defined as the relationship between the leader and the follower built around some common interest and the followers behave in a manner directed or determined by the leader (Dahie et.al. 2017, p. 14838).

9

According to (Shah *et. al.*) (2011, p. 127), leadership cannot be inherited, but comes from a personal attributes, which are essential elements of leadership effectiveness. Leadership is a strong weapon when influencing surbodinates or a group of people towards achieving organisational goals. The public sector needs to address the issue of leadership, as it is critical for its survival and success in today's unstable environment. In the South African public service, leadership is a sensitive matter that is on the agenda of professional interest groups, institutions and societies (Siganga, 2019, p. 143). The need for effective leadership is nowhere more evident than in this dynamic context and, increasingly, stakeholders, such as employees, politicians and academics, expect the leadership to provide solutions for organisational problems (McLaggan, 2013, p. 1). Line managers or leaders are the key sources of influence on leadership acceptance, performance and job satisfaction. Employees who work in changing situations may have a more positive, open-minded approach to the change of leaders and they may develop a more accepting attitude. Therefore, it is important for leaders in the public sector to pay attention to leader effectiveness, because it determines the success level of the organisation.

2.3 Perspectives in Leadership

Recent developments have seen aspects, such as management, power, values and trust, transformation and leadership, being integrated into the concept of leadership. These developments shape the leader's ability to influence and control his/her followers. The perspectives of leadership that are covered in literature and presented in this section include management and leadership, power and leadership; value and trust in leadership; as well as transformation and leadership.

2.3.1 Management and Leadership

Leadership and management can be seen as different aspects, but are related areas of capabilities and managers must always be "managers that lead" (Gilson and Agyepong, 2018, p. 2). Good managers need to have the right combination of leadership and management, and to be competent in both. The philosophy of corporate management and leadership has to distinguish between skills and competencies. Managing employees' focuses on coordinating organisational resources and implementation of activities that produces a reliable performance (Gilson et al. 2018, p. 2). Leadership and management are quite different, but they are also complementary. Leaders produce a vision for the future by arranging necessary resources to implement the vision (Northouse, 2016, p. 13). Leaders must communicate the vision and the aims and build a culture in which organisational members work together effectively. Managers must define the detailed steps and milestones that are necessary to

10

achieve the given aims and objectives, and they must also carry out an evaluation and implement the changes. They must optimise the workflow and build suitable conditions by setting the rules and demanding accountability, they must also optimize the resources of an organisation, like money, time, material and manpower (Gairola, 2011, p. 106).

Leaders must make decisions that enable their employees and put people at the centre to unlock new levels of organisational growth and individual prosperity (White paper: World Economic Forum, 2019, p. 7). They should not look to the past, but should concentrate on what steps need to be implemented, in order to fulfil the organisational vision. Leaders need to change faster than the environment around them changes and must be able to transform the organisation while meeting current expectations (White paper: World Economic Forum, 2019, p. 11). Managers should have short- and medium-term plans and the focus should be on correcting past mistakes. The main aim and objective of the leader is to improve the effectiveness and growth of the organisation. Good leadership will have a lasting effect and lead to organisational growth and development. The managers' aim and objective should be on efficiency and based on actual data, while ensuring that the actual quality is continuously optimised and that ongoing improvement is maintained, in order to supply a constant cash flow for the organisation.

Leaders should not be afraid of taking risk or making mistakes when they feel it is necessary for organisational growth. Leaders are born with mental maturity and integrity and are able to inspire people to find new ways of doing things and believing in their own competencies. They have the ability to organise, and they also have operational intelligence and expertise. According to Northouse (2016, p. 13), managers become more important when an organisation becomes larger and more complex, but they become even more important when the external environment becomes more dynamic and uncertain.

2.3.2 Power and leadership

Mohamad *et al*. (2015, p. 232) define leadership as a power relationship that exists between leaders and followers. The process involves having the power to influence employees' behaviour in order to meet organisational goals. The power of the leader plays an important role in persuading subordinates to carry out a planned mission to achieve the organisational goals. This is confirmed by Jooste and Hamani, 2016, p. 44) that power dictates the desire of an individual to influence other people. Leaders constantly acquire and use power to achieve specific goals and strengthen their own positions for earning interpersonal influence. The leader who has more power, has more chance of earning the trust

11

of his/her subordinates. Therefore, it is important to get comfortable with using power as a tool within an organisation. According to Northouse (2016, p. 10), power is part of the influence process, hence it is related to leadership. A leader shows power when he has the ability to affect another person's beliefs, attitudes and course of action. There are two kinds of power within an organisation, namely, positional and personal power. Positional power is derived from an office or rank in a formal organisational system. The leader gets the capacity to influence by having a higher status than his/her followers, and may include the power to reward, as well as coercive and information power. Personal power is derived from being seen by one's subordinates as likeable and knowledgeable, and it includes referent and expert power.

2.3.3 The concept of value and trust in leadership

The majority of employees in the work environment are dissatisfied with their work life career, regardless of their position or status (Northouse, 2016, p. 13). The frustration, boredom and irritation experienced by employees who are disillusioned with their work-life can be costly to both the employees and the organisation (Van der Berg and Martins, 2013, p. 1). Building the trust of one's employees can take time and a conscious effort, because people do not trust the words of their leaders but their actions. Trust is defined as the choice to make oneself vulnerable with the express belief in the positive intent and commitment to the mutual gain of all parties involved in the relationship (Van der Berg *et al*. 2013, p. 3). Trust should be used as a strategy in an organisation, while leadership is an empowering mix of strategy and trust. Good leadership needs trust, and trust is not easy to develop. People are ready to follow a person whom they trust, even if they are not of the same opinion (Duden, 2011, p. 218). Van der Berg *et al*. (2013, p. 3) conclude that trust is an important part of the effectiveness and performance of an organisation, as it is created by leadership and can influence relationships and job satisfaction.

2.3.4 Transformation and leadership

Transformation take place when an organisation makes a move to start everything from scratch, to investigate the underlying organisational paradigm and to systematically attack the strategy and operation of the existing elements of the organisation (Booysen and Beaty, 2012, p. 9). Leaders should be careful not to change even the successful practices of the past just for the sake of change. Transformation involves the behavioural change of the majority of individuals in an organisation (Booysen *et a.l*, 2012, p. 9). Booysen *et al*. (2012 p. 9) further state that South African organisations cannot divorce the issue of change and transformation from the issue of leadership. Leaders in South Africa are faced with two critical challenges as they address the issue of transformation, namely,

challenges associated with changing workforce demographics and managing a culturally-diverse workforce (Northouse, 2016, p. 11). Leadership should include the elements of integrity, objectivity, equality, empowerment, broad consultation, individual respect, and being sensitive to cultural diversity, showing empathy, being willing to serve and recognising human worth (Northouse, 2016, p. 23). Leaders should instil the spirit of Ubuntu, which is the community concept of management. Ubuntu is a humanistic philosophy that focuses on people and stipulates some guidelines for leadership style and management practice.

2.4 Theories Underpinning Leadership

A theoretical framework represents the researcher's views on how certain phenomena are related to each other and the reasons why the researcher believes that these variables are associated with each other (Sekaran, 2016, p. 72). Leadership theory and research is classified according to the type of variable that is emphasised the most. In order to understand leadership effectiveness, three variables identified as relevant, namely, the characteristics of a leader, the followers and of the situation. In line with these variables, the study adopts the three leadership theories, namely, the Blake and Mouton, Hersey and Blanchard and Hertzberg's two-factor theories.

2.4.1 The Blake and Mouton theory of leadership

Zeidan (2009, p. 85) states that Robert Blake and Jane Mouton developed a framework of leadership popularly known as the Blake and Mouton leadership or managerial grid. This framework helps a leader to think about his or her leadership style, and it is based on two behavioural dimensions, namely, a concern for people and for production (Al-Daibat, 2017, p. 27). According to Northouse (2016, p. 70), a concern for people addresses the degree to which the leader considers the team members' needs, interests and developmental areas, when deciding how best to accomplish a task. Similarly, a concern for production refers to the degree to which concrete objectives, organisational efficiency and high productivity are emphasised, when deciding how best to accomplish a task (Northouse, 2016, p. 74). Within the two dimensions of Blake and Mouton's managerial grid, five aspects of leadership are portrayed by managers or leaders, including impoverished, country club, authority-compliance, middle-of-the-road and team management (Al-Daibat, 2017, p. 27).

According to Kane (2014, p. 11), impoverished leadership structures show a low concern for production and people. Leaders who manage in this way are considered to be ineffective because of their inability to create systems for getting the job done, or motivating and satisfying their employees

13

(Kane, 2014, p. 12). In so doing, the leader tends to avoid accountability, preserve his/her job and job seniority, which results mostly in conflicts, employee dissatisfaction and a disorganised business environment (Zeidan, 2009, p. 84).

An authority-compliance leader believes that the employees' needs are unimportant and simply a means to an end. Instructions are dictated to subordinates in a way that does not show concern or compassion (Kane, 2014, p. 12). According to Zeidan (2009, p. 84), an authority-compliance leader provides employees with money and expects performance in return, and there is little or no allowance for cooperation in return. The leader is very autocratic and adopts very strict work rules, policies and procedures to achieve the company goals. The outcome results in a short-term high output, but the organisation runs at a loss and there is an evitable high labour turnover.

According to Zeidan (2009, p. 85), a manager using in the middle of the road leadership structure tries to balance the two competing concerns, namely, the organisation and the needs of the workers. The leader is concerned about both the people and production, with the hope of achieving an acceptable performance. The leader who uses authoritarian-compliance style settles for an average performance and, often, neither the production goals nor the employees' needs are fully met (Zeidan, 2009, p. 83).

A team leadership structure denotes the best managerial style in the Blake and Mouton theory of leadership. The leader strikes a balance between the needs of production and that of the people, which results in a motivated workforce. Teamwork and commitment are highly encouraged among employees, as well as understanding the organisation's purpose for determining its production needs. The subordinates are made to feel that they are constructive parts of the organisation, which creates a team environment that is based on trust and respect. Employees are satisfied and motivated and, as a result, high production is achieved (Northouse, 2016, p. 77).

2.4.2 The Hersey and Blanchard theory of leadership

Hersey and Blanchard point out that the effective leader may be able to choose the right style in the right situation depending on the subordinates' level of maturity and readiness to take responsibility for their own behaviour, their level of experience, education and motivation for achievement (Dlamini *et al*. 2017, p.1). The effectiveness of the leadership is reflected in whether or not the followers accept or reject the leader. Irrespective of what the leader does, effectiveness depends on the actions of the followers. Leadership effectiveness is achieved through the selection of the right leadership style,

14

which, according to Hersey and Blanchard, is dependent on the level of readiness of the followers. It is defined as the extent to which people have the ability and willingness to accomplish a specific task (Al-Daibat, 2017, p.27).

SLT states that if a follower is unable and unwilling to perform a task, the leader needs to give clear and specific directions. Leaders have to create opportunities for learning in a helpful environment and they need to develop followers by giving them individual attention and showing concern for them. When the follower is unable and willing, the leader needs to display a high degree of task orientation, to compensate for the follower's lack of ability, as well as a high orientation for relationships, to get the follower to buy into the leader's desires. If the follower is able and unwilling, the leader needs to use a supportive and participative style. Hoyt (2006, p. 96) attests to the fact that intellectual stimulation relates to the ability of the leader to intelligently challenge his/her followers to go extra mile, to be creative and advanced when solving problems and to actively participate in the decision-making.

2.4.3 Hertzberg's two-factor theory

According to Robbins *et al.* (2003, p. 133), Frederic

k Hertzberg's two-factor theory is sometimes called the motivation-hygiene theory. The implication of the theory is a general conception that the employee's relationship to work is basic and the attitude towards the job may determine the failure or success of the organisation. Herzberg's research indicates that the job satisfaction of employees involves aspects of recognition, performance, success, responsibility and growth. According to Hertzberg, if managers want to motivate their people, they should start by restructuring jobs to give an opportunity for workers to get more exposure to a variety of tasks (Robbins *et al.* 2003, p. 442). The Herzberg theory says that people's job satisfaction is influenced by two factors, namely, the satisfaction (motivators/satisfiers) most related to the job content, and the factors for dissatisfaction (hygiene factors/dissatisfiers) that are linked to job context (Luthans, 2008, p. 171).

The factors for satisfaction or motivation are intrinsic factors such as development, acknowledging good performance, as well as allowing employees to take accountability of their performance and achievement. This is what transformational leaders do; they change their subordinates, they empower them through development and encourage their growth by creating new needs, tendencies and values that inspire their followers to grow and change into a new generation of leaders (Jordan *et al.* 2015,

p. 2). On the other hand, dissatisfiers or hygiene factors are extrinsic factors, such as, company policies, salary, supervision and working conditions. The absence of factors that create job dissatisfaction is likely to create peace with minimal motivation. Herzberg suggested that leaders should focus on factors related to the work itself, such as, providing promotional opportunities to employees and provide opportunities for individual growth, and that they should recognise the good performance of employees and allow them to take accountability of their work and decisions and take responsibility in planning and controlling their work (Robbins, *et al*, 2003, p. 133).

2.5 The Various Styles of Leadership

Acar (2012, p. 219) states that leadership style is the most predominant factor motivating employees' attitudes and behaviour including their organisational commitment. Generally, leaders adopt different leadership styles in an organisation. Different leadership styles include but are not limited to transformational, transactional, laissez faire, democratic, autocratic, bureaucratic and charismatic leadership style. The current study focuses on only three leadership styles, namely, the transformational, transactional and laissez faire leadership styles, which are considered to be part of the modern leadership theories commonly applied in various organisation nowadays and which have also drawn the attention of the researchers as a new paradigm for understanding leadership (Alkahtani, 2015, p. 25).

2.5.1 Transformational leadership

Transformational leadership occurs when the leader influences, motivates and intellectually stimulates followers by behaving in a charismatic manner and employees are encouraged to follow suite in achieving organisational goals (Dlamini, *et al*. 2017, p.3). This leadership style creates significant change in both followers and the organisation (Al-Daibat, 2017, p. 28). It encourages the followers to rise above their self-interest to achieve over and above organisational goal (Abasilim, *et al*. 2019, p.2). Jordan *et al*. (2015, p. 2) defines transformational leadership as an approach that elicits individual change and a social system. Transformational leadership creates treasured and optimistic change in subordinates with the purpose of developing followers into leaders. In transformational style, the vision of the leader is conveyed to the followers and may require change in the organisation (Alkahtani, 2015, p. 25). The leaders' skills to communicate a vision to employees and to motivate them to support it, are the basis for building employee understanding and the reason for organisational change (Mokgolo, 2012, p. 3). Through the strength of the transformational leader's vision and personality, they are able to motivate their subordinates to change their expectations, perceptions and

16

inspirations and work towards common goal (McLaggan, 2013, p. 4). Transformational leadership emerges more strongly and successfully in situations of crisis or doubt, like those that occur after an election (Mokgolo, 2012, p. 2). Mokgolo (2012, p. 3) also established that the transformational leadership style is a good strategy to empower line managers to be able to meet the challenges that are currently faced by the organisation. Therefore, transformational leadership is a relationship between a leader and follower, based on a set of leader behaviours that are perceived by followers as exhibiting idealised influence, motivational inspiration, intellectual stimulation and individual consideration (Bass and Avolio, 1994, p. 88).

Transformational leadership is vital for effective management, because the eventual success of an organisation is determined by the effectiveness of the leader. Transformational leaders are able to inspire followers to change their expectations, perceptions and motivations and to work towards a common goal (McLaggan *et al*. 2013, p. 2). True transformational leaders elevate their followers into leaders who go beyond their own interest for the benefit of the organisation, by creating an awareness of what is right, moral and important (van Aswegen, 2009, p. 1). Transformational leaders have a strong vision and personality that enable them to inspire their followers to change their manner of thinking, their expectations, but more especially, the way situations are perceived and the motivations and to work towards reaching a common goal.

Transformational leaders change and empower subordinates through development, encourage the growth of their subordinates through the creation of new needs, tendencies and values, which inspire followers to grow and change into a new generation of leaders (Jordan *et al*. 2015, p. 2). Previous studies have shown that the transformational leadership style is the most preferred style by employees within organisations. This style is increasingly becoming important because of the demand for the organisations to change, due to globalisation (Alkahtani, 2015, p. 25). These leaders concentrate on teamwork rather than on individual interests. Followers are included in the leadership process and the leader clearly defines the roles of both the leader and the followers. Transformational leaders motivate followers to go the extra mile and they are motivated to relinquish their own interests for the good of the employees or the organisation (Alkahtani, 2015, p. 25). The followers of transformational leaders are more satisfied with their leaders and their jobs, as a whole. Shrestha (2011, p. 2) attests to the fact that transformational leaders motivate subordinates to realise the significance of the tasks they are accountable for, to stimulate their needs for growth and development, to institute an environment where there is mutual trust, to stimulate the employees to look beyond their individual interest for the benefit of the organisation to achieve a performance that is beyond the call of duty.

17

According to Alkahtani (2015, p. 25), there are clearly defined roles for both the followers and the leader but the followers are also included in the leadership process. To achieve an effective leadership process, the leaders require their followers to think innovatively and encourage them to always discover new solutions for the problems that are encountered. In transformational leadership, employees are given the impression that they have a calling to work towards a valuable purpose, like building new and larger entities. The effect of these transformational behaviours make employees believe that they are doing important work for their leaders, who value their contributions and who will be more satisfied with their jobs (Mokgolo *et al.* 2012, p. 4).

2.5.1.1 The components of transformational leadership

Extensive research has been conducted on transformational leadership, which effectively established a significant progressive relationship with organisational outcomes in different research settings, based on different cultures (Waris, 2018, p. 2). It has been found that cultural differences in societies and organisations have a significant impact on a wide range of different behaviour by different followers. Moreover, it is claimed that individual expectations are highly influenced by cultural differences and the expectations about their leaders, their environmental perceptions, attitude towards each other and their approach to social interaction, emotional expression and global behavior patterns, such as leadership and conflict management styles (Booysen *et al.* 2012, p. 13). Leaders are capable of changing the aspirations, values and the priority needs of a group and of making their followers perform beyond their capability (Waris, 2018, p. 2). According to Bass *et al.* (1993, p. 112), transformational leadership is characterised by the four components of idealized influence, intellectual stimulation, individualised consideration and inspirational motivation, as depicted in

Figure 2-1

Lead by example and set
the expectations

Encourage learning and
growth

Idealised
Influence

Intellectual
Stimulation

Individiualised
Consideration

Inspirational
Motivation

Coaching and empowering
to success

Inspiring to go to new
heights

Figure 2-1: The Components of Transformational Leadership (Source: Bass (1993)

The first component of transformational leadership, as presented in Figure 2-1, is leaders who have an idealised influence, namely, the leaders whose behaviour inspires subordinates to use their leaders as role models. Dlamini *et al*. 2017, p.3 attest that idealised influence behavior results in followers relating to their leaders and has the desire to act like them. Leaders who have an idealised influence have high morals and principled values and are able to offer their subordinates a sense of vision and mission (Alkahtani, 2015, p. 25). Idealised influence is linked to charisma and refers to the way leaders behave, resulting in them being role models for their subordinates. The leaders who exhibit such behaviour consider the needs of others over their own personal needs and this results in the followers admiring, respecting and trusting the leader (Engelbrecht, 2009, p. 2). Waris *et al*. (2018, p. 3) support this by pointing out that leaders with idealised influence are characterised by confident, strong and charismatic personalities. Such leaders have high moral standards and the followers assume all these things, based on the action and reaction of their leaders. The followers' hearts and

19

mind are always captured by the leader's high moral standing, and they want to share the vision set by the leader and commit to it (Abasilim, *et al*, 2019, p. 3). The leader also provides a clear vision, and a sense of purpose, he/she stimulates emotion and shares the successes and risks with his/her followers and this, in turn, makes the followers admire and want to emulate their leaders. Charismatic leaders have a high self-confidence, and self-esteem that enable them to obtain full commitment and extra effort from their followers (Yahaya, 2015, p. 197). Their behaviour results in them being role models for their followers, they are admired, respected and trusted because of their consideration of the needs of others, rather than their personal needs (van Aswegen *et al*. 2009, p. 2).

Leaders demonstrate intellectual stimulation when supporting their employees to be creative and innovative, to challenge their own beliefs and values and to try new approaches (Dlamini, *et al*. 2017, p.4). These leaders promote problem-solving, in order to find creative solutions in accomplishing organizational goals (Alkahtani, 2015, p. 26). McLaggan *et al.* (2013, p. 3) attests to the fact that intellectual stimulation occurs when leaders inspire subordinates to come up with new and creative ways when questioning assumptions and reframing problems, and that they have innovative ways of approaching old problems. Waris (2018, p. 3) also added that managers have a responsibility to disseminate communication properly in order to provide a conducive environment for proper competition.

Transformational leaders show individualised consideration by building a supportive environment, listening to the employees, and coaching and mentoring subordinates, which shows their consideration for the employees' needs (Alkahtani, 2015, p. 25). The leader shows a supportive environment by listening carefully to the individual needs of his/her followers. The leader may delegate powers to the subordinates to help them grow through their personal challenges (Northouse, 2016, p. 169). Yahaya (2016, p. 9) attests to the fact that leaders in individualised consideration focus on building strong relationship with individuals, acts as coach or mentor to their followers. Dahie *et al*. (2017, p.14839) added that a two-way communication should be regular and differences accepted. Leaders create opportunities and a helpful environment for learning, and develop followers through their individual concern and attention. Employees are treated in the most caring way and attention is given to the individuals' differences. Employees are helped to achieve their goals, and to develop personally, and leaders also use delegation to get their employees to grow through personal challenges (Alkahtani, 2015, p. 26). Transformational leaders make employees feel that they have a calling to work toward a valuable purpose, like building newer and larger entities. The outcome of this

transformational behaviour is that employees will be happy in their job because they are certain that they are doing important work for leaders who value their contribution (Mokgolo, 2012, p. 2).

The concept of inspirational leadership addresses the issue of inspired action, which significantly ignites creativity and innovation. According to McLaggan *et al.* (2013, p. 4) inspirational leadership implies that leaders motivate and inspire their subordinates by providing meaning and a challenge to their followers' work. Inspirational motivation is about raising the awareness of the employees by encouraging and inspiring them to demonstrate commitment to the vision and mission of the group in the organisation (Alkahtani, 2015, p. 26). The transformational leader disseminates the vision and mission to their followers by engaging in communicating a clear direction in the mind of their followers (Waris, 2018, p. 2). According to Engelbrecht (2009, p. 2), inspirational motivation ensures that their followers participate by envisaging attractive future states and by demonstrating optimism and enthusiasm. The inspirational, motivational leaders engage in communicating their high expectations with their followers, increase the team spirit and enthusiasm, motivate their followers to achieve personal and organisational goals (Alkahtani, 2015, p. 26).

2.5.2 Transactional Leadership

This is the second leadership style that is focused on in this study. Abasilim *et al.* (2019, p. 3) described transactional leadership as the contractual relationship that exist between the leader and the follower which depends on their individual rewards. According to McLaggan (2013, p. 5), transactional leadership is an exchange process whereby contractual obligations have to be fulfilled and where the leader sets the objectives and monitors and controls the outcomes. This type of leadership occurs when a leader takes the initiative to make contact with the followers for the purpose of an exchange of valued things. According to Alkahtani (2015, p. 26), transactional leadership gives the leader the opportunity to lead and for employees to agree to follow their leaders to achieve the goals. The leader is given the power to evaluate, train, correct and handle employees when production is not meeting the expected level and to reward appropriately when employees reach the expected outcomes. McLaggan (2013, p. 5) adds that both the leader and the followers acknowledge each other's power relationship and pursue their individual purposes together. Transactional leaders satisfy their particular wants by engaging in a transaction and providing the external motivation to their subordinates by offering rewards.

Transactional leaders focus on the proper exchange of resources, and the followers are given what they want in exchange for something that the leader wants. Two of the most important factors of transactional leadership are contingent rewards and management-by-exception.
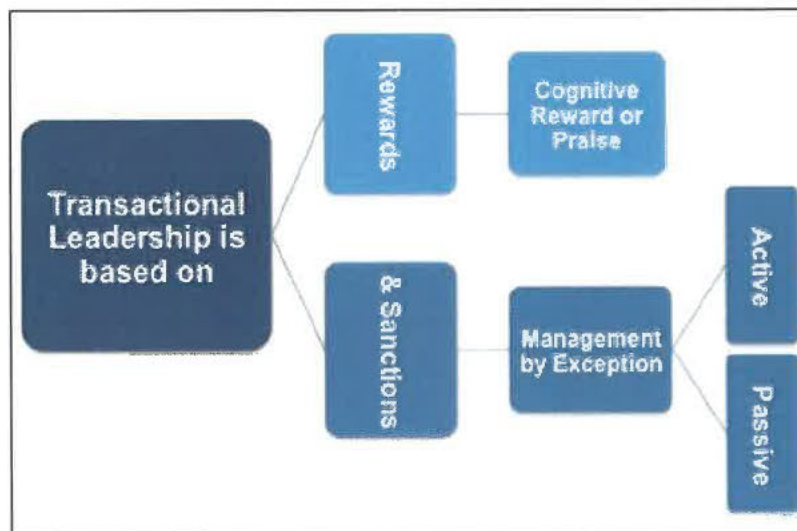
Figure 2-2: Factors of transactional leadership (Source: Northouse (2016)

According to Sang *et al*. (2016, p. 36), contingent rewards clarify and specify the expectations of the organisational members, the goal assessment and the reward for the goal achievement. Managers who use contingent reward leadership set the standards and inspire the subordinates to perform well. Subordinates are informed of the rewards that they will receive if they meet the high performance standards. Employees are promised a reward for good performance and punishment, if their performance is bad (Alkahtani, 2015, p. 26). This happens when clear goals and expectations of performance are set by the leader, and together with a selection of appropriate inspiring rewards. In this case, there is an increased sense of fairness and justice in the organisation where unfulfilled standards and objectives do not go unnoticed and success is duly rewarded (Jane *et al*. 2016, p. 36).

Furthermore, Jane *et al*. (2016, p. 36) state that in active management-by-exception, the leader is actively involved and intervenes to monitor and correct any deviation from the agreed-upon standards in the subordinates' work. Such involvement highlights the way in which a leader can drive the process of management innovation within the organisation (Jane *et al*. 2016, p. 36). Active management-by-exception occurs when leaders make corrective criticism or use negative

22

reinforcement. This leadership behaviour monitors employees closely, in order to identify mistakes and errors. Such leaders are characterised by monitoring the follower's performance and taking corrective action if deviations from the set standards occur (Alkahtani, 2015, p. 26). A transactional leader who makes use of management-by-exception may be viewed as one who only gets involved when the performance of the work that has been accomplished is below the agreed or anticipated standard, and these leaders enforce rules to avoid mistakes. Passive management-by-exception only get involved when goals have not been met or when problems arise. Leaders do not get involved until the problem gets serious and is brought to their attention (Abasilim et al. 2019, p. 3).

2.5.3 Laissez-faire leadership

The laissez faire leadership style, also referred to as the delegative or hands-off approach, is when the leader provides little or no direction to the subordinates (Quintana *et al.* 2015, p. 472). In this laissez faire leadership style, subordinates are allowed to have the freedom to make decisions about when to complete their work and the leader just provides the required resources (Northouse, 2016, p. 67). Allowing employees to make decisions on how to realise their goals empower them with a sense of ownership over their work (Rubin, 2013, p. 60). With this style, leaders believe that people do their best when given the sovereignty to take accountability and make a commitment. Subordinates are given complete freedom to make their own decisions. The leader provides the subordinates with the tools to do the work, but does not participate, except when asked (Eresia-Eke and Mabasa, 2018, p. 6), hence the level of skills and motivation of the subordinates may determine the success or failure of the laissez faire leadership style. The style becomes more effective when employees are more knowledgeable in their fields than their leader. Empowering employees with decision-making, allows subordinates to work independently and to display their in-depth knowledge and capabilities (Quintana *et al.* 2015, p. 472). The disadvantage of allowing employees to make decisions with no guidance may make the employees feel uncertain of what the leader expects of them and uncertain of the work that they are supposed to do. The lack of communication may also limit the employees to approach the leader when questions of clarity are raised and may lead to low productivity at work (Abasilim *et al.* 2019, p. 3). The leader is seen as being uninvolved in the day-to-day activities of the organisation and this may cause subordinates to feel unsure of their role and, consequently, disconnected from the organisation (Redman, 2011 p. 12).

2.6 The Concept of Commitment and Employee Commitment

Commitment is a psychological state that is characterised by the relationship between the employee and the organisation, and it may influence his/her decision to continue working for the organisation (Steyrer *et al.* 2008, p. 367). Commitment to the organisation is linked to employee absenteeism, employee turnover and employee job performance, which are very significant factors in the workplace (Alkahtani, 2015, p. 24).

In a similar view, Aydin *et al.* (2011, p. 628) defines employee commitment as a definite desire to maintain the membership of an organisation, to identify with its purposes and successes and it implies the employees' loyalty and willingness to exert considerable effort on behalf of the organisation. Employee commitment entails a process whereby organisational members reveal their concern for the organisation, as well as its continuous success and wellbeing (Steyrer, Schiffinger, and Lang, 2008, p. 970). Employee commitment occurs when an employee finds a specific organisation and desires to preserve its organisational involvement and objectives. Wolowska (2014, p. 129) adds that employee commitment is when subordinates accept the organisational goals as their own, effectively identifying with an organisation, and applying significant strength and knowledge to help the organisation reach its specific goals and objectives. Employee commitment describes the relationship between an employee and an organisation. It is when the employees have accepted the organisational values and are willing to stay with it.

According to Mathieu (1990, p. 172), when employee commitment is complete, employee turnover and absenteeism will not take place regularly in the organisation. According to Wolowska (2014, p. 130), the three measurements of organisational commitment include affective, continuance and normative commitment as depicted in Figure 2-3

24

Figure 2-3: Dimensions of Organisational Commitment (Source: Bass (1993)

According to Alkahtani (2015, p. 24), affective commitment concerns the employees' emotional attachment to, identification with and involvement in the organisation. The three aspects that are played out are the employee's formation of an emotional attachment, their identification with the organisation and the need to maitain loyalty to it. Wolowska (2014, p. 130) also attests to the fact that affective commitment refers to employees being emotionally attached to the organisation, by identifying with and involving themselves in the organisation. Their devotion makes subordinates completely and willingly accept the company's goals and beliefs as their own. For Hartmann (2000, p. 90), affective commitment entails an employee's sense of attachment and ability to fit into an organisation, including its structure, work experiences, and personal characteristics.

Continuance commitment refers to a recognition of the cost linked with leaving the organisation. The employee usually views the cost of leaving the organisation and compares it to the cost of remaining in the organisation, in order for him/her to determine whether he is staying with or leaving the organisation. In Continuance commitment, employees value the time that they have invested in the organisation and therefore seek to remain loyal to it (Acar, 2012, p. 218). Employees who perceive that the cost of leaving the organisation is higher than the cost of remaining, will stay with the

25

organisation. Continuance commitment does not relate to emotions, but rather to the employee's investment in the organisation, with regard to job effort, time and social development, skills and political deals (Alkahtani, 2015, p. 24). Allen and Meyer (1990, p. 2) reckoned that the concept of continuance commitment is a form of psychological attachment to the organisation that reflects the degree to which an individual experiences a sense of being locked in place because of the high cost of leaving.

The third measurement of organisational commitment is normative commitment which is defined by Acar (2012, p. 218) as the commitment that embraces the surbodinate's feeling of commitment to remain with the organisation. The employees feel as if they must remain in the organisation and accomplish its goals and objectives. Employees with high levels of normative commitment stay with the organisation because they feel that they have to stay (Avolio, Zho, Koh and Bhatia, 2014, p. 960).

2.7 Relationship between Leadership Styles and Employee Commitment

A few studies presented in this section provide justifiable reasons on the relationship between leadership styles and employee commitment (Ashman *et al.* 2006, p. 145); (Bushra *et al.* 2011, p.16). In a study conducted by Abasilim *et al.* (2019, p. 11) on "leadership styles and employees' commitment: empirical evidence from Nigeria" it was found that there is a positive relationship between leadership styles and employees' commitment. Nyengane (2007, p. 100), conducted a study entitled "The relationship between leadership style and employee commitment: an exploratory study in an electricity utility of South Africa". The findings of the study show that there is a positive relationship between the transformational leadership style and employee commitment. The researcher further noted that transformational leaders are able to influence employees' commitment to the organisation by inspiring higher levels of essential value associated with formulating a higher level of personal commitment, on the part of the leader and followers, to a common vision, mission and organisational goals. In another study conducted by McLaggan *et al.* (2013, p. 3) on leadership style and organisational commitment in the mining industry in Mpumalanga, it was found that employees perceived the leadership styles to be more transformational and transactional. Furthermore, the participants perceived that both leadership styles depend on each other for the leader to be effective.

Employee commitment has been linked to leadership styles and organisational commitment. According to Walumbwa *et al.* 2005, p. 5), extensive research is available suggesting that the transformational leadership style is positively associated with organisational commitment in a variety of organisational settings and cultures (House and Shamir, 1993, p. 12). Leadership behaviours such as building trust, stimulating shared vision, encouraging creativity and emphasising development is to a certain degree positively related to employee commitment (Greenberg and Zhang, 2010, p.38). In a study conducted by Hayward *et al.* (2004, p. 46) on the relationship between transformational and transactional leadership and employee commitment, it was found that leadership behaviours are positively related to how employees feel about wanting to stay with the company (Nyengane, 2007, p. 97). Furthermore, the transformational leadership style is likely to create commitment from among the subordinates, while the transactional does not. This is because transactional leaders are viewed as an exchange procedure and the procedure is based on the gratification of contractual requirements (Antonakis *et al.*, 2003, p. 265). As a result, the interaction lasts for a short period of time. Once the transaction has been accomplished and the objectives achieved the relationship between the transactional leadership style and organisational commitment comes to an end immediately (Nyengane, 2007, p. 98). In order for an organisation to be productive, employees should be committed to the organisation and a good leadership style can assist in achieving the employees' commitment to their organisation. Transformational leaders are able to inspire their followers to get more involved in their work, resulting in high commitment to the organisation through encouragement to find new ways of solving problems and challenges and identifying with the needs of the followers (Alkahtani, 2015, p. 27).

2.8 The Concept of Leadership Acceptance

According to Bass and Avolio (1993, p. 120), leadership acceptance is when subordinates have a positive attitude towards the leaders and see the changes as being valuable. Leadership acceptance is an essential organisational outcome because followers who are satisfied with their organisational change strategy are likely to adjust quickly to the new culture and strategies that the leader tries to implement (Marks and Mirvis, 1992, p. 75). Employees have individual expectations when joining new organisations, and these are influenced by their previous experiences and places their motivation and cause-effect relationships (Mokholo, 2012, p. 3). For the followers to be happy with the leaders, they need to be able to understand the need for social services and believe that this is worth of the disruption that the new leaders may cause. The followers need to also relate to the new vision for the future, at national, provincial and municipal level, and find it to be a desirable objective.

27

Transformational leaders facilitate the process of leadership acceptance by using the skill of explaining the vision and socially constructing common frames that form the groundwork for building consensus. The skill of communicating a vision to the employees and motivating their support for it is the root for building an understanding of organisational change.

2.9 Leadership and Employee Commitment: A South African Perspective

This section provided information on the relationship between leadership styles, employees and the organisation, specifically from a South African perspective. Therefore, only studies addressing the concepts of leadership, employees and organisational commitment were considered. In this section, the researcher reviews studies linking leadership style to employee commitment. A study conducted by Garg and Ramjee (2013, p. 17) on the relationship between leadership styles and employee commitment at a parastatal company in South Africa showed that there were mixed feelings. The findings show that managers displayed both transformational and transactional leadership. Furthermore, it was also found that the average combined score of the individual factors were below the average South African scores, which means that the managers in organisations do not show the best form of leadership, namely, transformational leadership. These behaviours include but are not limited to creating trust, motivating a shared vision, encouraging innovation and coaching subordinates.

The study by Wiza and Hlanganipai, 2014, p.130 on the impact of leadership styles on employee organisational commitment in Higher Learning Institutions revealed that close followers are very likely to recognise the irregularities of the leaders' behaviour, which may affect the subordinates' commitment and how they feel about the organisation, as well as, employee empowerment. The study also showed that transformational leadership may not be related to whether employees feel obliged to stay with the organisation. Employees who are affectively committed to the organisation are more eager to remain with the organisation and maintain the relationship than those who are normatively committed. In a study by Garg *et al.* (2013, p. 18), the levels of organisational and employee commitment were measured. The findings of the study revealed that employees in a parastatal company in South Africa are more geared towards normative and continuance commitment. Continuance commitment is when employees perceive that staying with the organisation as an option due to high cost of leaving the organisation. Employees engage in certain behaviours not because they want to, but because they believe they will achieve some rewards or minimise the costs by doing so.

Transactional leadership which involve the clarification of goals and objectives and providing rewards when goals are achieved, specifying standards to comply with the requirements and close monitoring to correct the mistakes in time, and they seem to encourage the employees to want to stay with the organisation. The overall findings show that transformational, transactional and laissez faire leadership styles contribute positively to the levels of affective, continuance and normative commitment. This is confirmed by the study conducted by Mclaggan *et al.* (2013, p. 9) on leadership styles and organisational commitment in the mining industry in Mpumalanga. The findings showed that a statistically significant relationship exists between transformational and transactional leadership styles and affective commitment. The results further indicate that followers of leaders who adopt a transformational leadership, show interest in and value their subordinates and make the employees feel important, will show more affective commitment towards their organisation.

In a study conducted by Dlamini *et al.* (2017, 16) on the impact of transformational leadership style on organisational commitment in the hospital industry, it was revealed that there is a strong positive relationship between transformational leadership and affective commitment. The study further states that employees may be willing to go extra mile to achieve organisational goals if leaders are able to foster trust, purpose, encourage achievement of goals and innovation and developing the self-actualisation in employees. The study by Ndlovu *et al.* 2018, p. 6 on transformational leadership and employee organisational commitment in a rural-based higher education institution in South Africa also revealed that transformational leadership style has a positive and significant relationship with affective commitment and moderate relationship with continuance commitment. This is further confirmed by Wiza and Hlanganipai, 2014, p. 141 on the impact of leadership styles on employee organisational commitment in Higher learning institutions that transformational leadership style has a significant and positive relationship with affective and continuance employee commitment while transactional leadership style has a significant and positive relationship with only normative commitment. In a study conducted by Garg *et al.* 2013, p. 1429 on the relationship between leadership styles and employee commitment at a parastatal company in South Africa, it was revealed that a weak but significant, positive correlation between transactional leadership style and normative commitment and a weak but significant and negative correlation between laissez-faire leadership style and affective commitment.

29

2.10 Research Gap

Not many studies have been conducted on leadership styles and employee commitment in the public sector in South Africa. The discussion of the literature on leadership styles in a public institution and employee commitment in a government department has shown that not much literature was found on leadership styles and employee commitment in government departments, especially in the Premier's Office as the centre of government for all provincial departments.

2.11 Summary

The discussion in this chapter has been an overview of the various leadership styles and theories, and it has highlighted transformational leadership as an effective leadership style to drive the agenda of employee commitment. To this effect, much of the literature presents transformational leadership as a solution to most of the organisational problems. However, different leadership styles have been found to have different impacts on the effectiveness of organisations in different contexts. The literature also points out that the transactional leadership style has the potential to drive organisational commitment. The assessment of the available literature indicated that the transformational, transactional leadership and laissez faire leadership styles appear to have the ability to successfully drive the agenda of organisational commitment. The literature shows a positive relationship between leadership styles and some employee organisational constructs. One may conclude that effective leaders can positively motivate their employees to remain in an organisation and to feel part of it. Overall, the findings from the literature suggest that transformational and transactional leadership behaviour do play a significant role in determining the level of affective, continuance and normative factors in organisational commitment. It is clear that a leader could apply more than one leadership style in different situations, for example switch from transactional to transformational style. However, the leadership styles are addressed quantitatively in this study and the possibility of switching between the leadership styles can be addressed in future qualitative studies.

The literature review summarised in this chapter defines the concepts of leadership and, the theories underpinning the study, the leadership styles and employee commitment and dimensions of employee commitment, leadership acceptance and the relationship between leadership styles and employee commitment and the South African perspective of leadership and commitment. Chapter three will focus on the research methodology adopted for the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

According to Leedy *et al.* (2015, p. 97), research methodology refers to the techniques used to identify, choose, process and analyse data about a topic. The use of a methodology allows the reader to critically evaluate the overall validity and reliability of the study. This study adopted a positivist research paradigm, as well as the descriptive and correlational research designs. The research approach that was used was quantitative in nature, adopting the use of questionnaires as the research instrument. The study site was the Office of the Premier, which is located in Pietermaritzburg. Information on the study population, target and sample was presented. The convenience sampling strategy was adopted for this study. Data collection was done by using a closed-ended questionnaire. Lastly, the validity and reliability of the research instrument and that of the study were measured.

The research philosophy and design were first presented in this chapter, followed by a section on the research approach adopted by the researcher and a section on the research study site and population. Next, a section on sample and sampling method was presented, as well as a description of the research instrument adopted for the study, followed by this section is a discussion on how the data analysis was conducted. The researcher then presented the ethical considerations of the study and a summary of the chapter.

3.2 Research Philosophy and Design

Every researcher has an individual perspective on what constitutes the truth and knowledge. The frame of reference is provided by these views and guides our thinking, beliefs and assumptions about society. How we view the world and reality are based on our paradigm (Wagner *et al.*, 2012, p. 51). A paradigm is defined as a particular way of thinking, shared by a community of scientists, when solving a problem (Schwandt, 2001, p. 183). It is underpinned by three philosophical assumptions, namely, the nature of reality, the ways of knowing and the ethics and value systems. This study adapted the positivism, which is based on the assumption that scientific knowledge is the only way to establish truth and objective reality. It holds that the methods, techniques and procedures used in

31

the natural sciences offer the best framework for investigating the social world (Wagner *et al.* 2012, p. 53).

Research designs are processes that are used to collect, analyse and report research in quantitative and qualitative research (Creswell, 2014, p. 11). In the view of Sekaran (2016, p. 95), a research design is an outline for gathering, measuring, and scrutinizing data, and it is produced to answer the research question. Correlational research is a statistical investigation of the relationship between two or more variables (Leedy *et al.*, 2015, p. 102). The researcher used a correlational research design to examine the relationship between the leadership styles and employee commitment. Correlation designs are procedures in quantitative research in which the researcher measures the impact of different leadership styles of employee commitment, using the statistical procedure of correlational analysis (Creswell, 2014, p. 35). A correlational study examines the degree to which differences in the characteristics or variables are related to the differences in one or more other characteristics or variables. This study discovered a detailed contextual analysis of leadership styles and their impact on employee commitment in the KZN Office of the Premier.

3.3 Research Approach

According to Wagner *et al.* (2012, p. 273), the research approach refers to the way the researcher decides to proceed with the research process. The researcher makes this choice based on different factors such as the theoretical framework and the research question. The three most commonly-used research approaches are the quantitative, qualitative and mixed methods. However, for this study, the researcher adopted a quantitative approach, so as to be able to quantify the magnitude of the relationship between leadership styles and their impact on employee commitment to the organisation (Kumar, 2005, p. 12).

Creswell (2014, p. 10) defines quantitative research as an investigative method that is used for describing trends and explaining the relationship between the variables established from the literature. In the quantitative approach, the researcher identifies a research problem, based on the trends in the field of study or the need to explain why something occurs. The researcher asks precise and narrow questions and collects measurable data from participants. These numbers are then analysed by using statistics and conducting the inquiry in an unbiased and objective manner. To conduct this inquiry, the researcher specified narrow questions and developed an instrument to collect data in order to answer the research questions. The researcher used a questionnaire to collect data in this study.

Although the researcher adopted a quantitative approach, there are limitations with regard to not adding the qualitative dimension. Quantitative approach is fixed in nature so that if useful insights are not captured, the researcher cannot change the setting to improve the responses. Moreover, the quantitative nature of the study rules out the possibility of switching among leadership styles, which could be the case if qualitative approach is considered.

3.4 The Research Study Site and the Population

The study site is the physical place where the study will be conducted. The Office of the Premier has employees that are based in Durban and Pietermaritzburg, but the study site chosen for this study was the Office of the Premier, which is located in Pietermaritzburg CBD. Pietermaritzburg is the capital and second-largest city in the province of KwaZulu-Natal. According to Creswell (2014, p. 9), a population is a group of individuals with the same characteristics, and it can also be defined as the larger pool from which the sampling elements are drawn, and to which the researcher wants to generalise the results (Terre Blanche, 2006, p. 143). Salkind (2012, p. 95) also attests to the fact that population is a group of potential participants whom the researcher uses to generalise the results of the study. The population of this study is 536 employees of the Office of the Premier who are based in Pietermaritzburg and Durban. Out of this population, the researcher targeted 300 employees who are based in Pietermaritzburg only. In view of this, a sample size of 150 employees, who were conveniently available, was selected from the target population. This sample included employees who are employed under the Public Service Act 108 of 1994, while employees appointed on contract were not included as part of the study.

3.5 The Sample and Sampling Method/Strategies

Salkind (2012, p. 95) defines a sample as a subset of the population. It is further expanded by Creswell (2014, p. 11) who says that a sample is a subgroup of the target population, which the researcher plans to study for the purpose of making generalisations about the target population. The sample size for the study was 150 employees who were conveniently selected from the targeted population. The researcher targeted 150 employees so that the study would have a response rate of more than 50%. It is indicated by Babbie (2010, p. 51) that a response rate of above 50% is adequate for the analysis of a study. The sample was selected by using the convenience sampling method. Convenience sampling is a non-probability sampling technique in which the researcher collects information from members of the population who are conveniently available to provide it (Sekaran, 2016, p. 247). The researcher

focused on employees based in Pietermaritzburg because of the convenience of getting to them. Employees from level 14 upwards are mostly out of the office and it would have been difficult to get data from them, which is why they did not form part of the study. The sample consisted of Directors, Deputy Directors, Assistant Directors, Practitioners, Administration Officers, Personal Assistants and Secretaries from different sub-directorates in the Office of the Premier.

3.6 Description of Research Instrument Adopted for the Study

The researcher used a questionnaire with a closed question format known as the Likert response scale to collect data for this study. A Likert scale is a five-point scale that is used to give the respondents an opportunity to indicate how much they agree or disagree with a particular statement (Bass *et al.* 1997, p. 27). A questionnaire is a written list of questions, the answers to which are recorded by the participants. The researcher does not get a chance to clarify the questions so it is vital that the researcher uses clear and easy to understand questions (Kumar, 2005, p. 126). The questionnaire was formulated to respond to the study research questions and objectives (refer to Appendix A). The questionnaire was divided into three sections: Section A (general information about respondents), Section B (Leadership styles) and Section C (Employee commitment). More specifically, the leadership styles section consisted of 21 items rated by using a 5-Lickert scale that is labelled as 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA). Items 1,2,3,4,5,6,7,8,9,10,11 and 12 measured the transformational leadership style, items 13,14,15,16,17 and 18 measured the transactional leadership style, while 19, 20 and 21 measured the laissez-faire leadership style. The employee commitment section focused on the three dimensions of employee commitment, namely, affective, continuance and normative commitment. The questionnaire consisted of 24 items that were rated on a five-point Likert scale, which was ranged from 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA). Items 1,2,3,4,5,6,7 and 8 measured affective commitment, items 9,10,11,12,13,14,15 and 16 measured continuance commitment, while the items 17, 18.19,20,21,22,23 and 24 measured normative commitment.

For data collection, all questionnaires were administered by means of emails and some were hand-delivered to respondents. The advantage of using the questionnaire is that it is easy and quick to answer the questions and it is also easy to compare the questions (Wagner, 2012, p. 109). However, it must be noted that there are also demerits to using a questionnaire. Research has shown that questionnaires can put ideas in a respondent's head, and they may make them feel constrained, the

researcher cannot follow-upon a given response and cannot explain to the participants, where they have misunderstood a question. The researcher pre-tested the questionnaires to guarantee the item uniformity, the ease of understanding and the appropriateness of the question structure. The questionnaire was e-mailed to ten employees in different units in the Office of the Premier based in Pietermaritzburg and changes were affected accordingly. The researcher also used secondary data to support the findings of the study. The secondary data were sourced from reputable journal articles, government publications, internet sources and textbooks.

3.7 Response Rate

The response rate is the number of the people who completed the interviews, divided by the total number of people in the entire sample, including those who refused to participate and those who were unavailable, multiplied by 100. A total number of 150 questionnaires were administered to employees at the Office of the Premier based in Pietermaritzburg. A total of 87 employees responded, which gave response rate of 58%. According to Babbie (2010, p. 51), a response rate of above 50% is adequate for analysis, thus a response rate of 58% in this study was considered to be adequate.

3.8 Data Analysis

Data analysis is the process of making sense of the collected data, in order to answer the research questions. Data are examined to see how they fit together to make meaning (Wagner *et al.*, 2012, p. 269). According to Terre Blanche (2006, p. 287), data analysis is a way of scrutinising raw data with the intention of depicting conclusions about the data. Both descriptive and inferential statistics were used to analyse the data. Data collected through the questionnaire was cleaned, coded and analysed, using, the Statistical Package for the Social Sciences (SPSS) Version 24.0 SPSS is a software package that is used for interactive or batched statistical analysis, and it was acquired by IBM in 2009.

3.9 Ethical Considerations

Approval to conduct a research in the Office of the Premier was granted by the Acting Deputy Director General. Ethical approval for this study was obtained from the University of KwaZulu-Natal Ethics Committee. There are a number of ethical considerations and specific issues that should be addressed when planning a research project including, informed consent, anonymity and confidentiality. According to McMahon (2007, p. 26), employees who agree to participate in the

study must be provided with an informed consent form on the first page of the survey. All efforts were made in advance to communicate the purpose of this study and respondents were informed that taking part in this study was strictly voluntary. They were also told that there would be no potential consequences for those who choose not to participate in this study.

Anonymity goes deeper than confidentiality in that it refers to safeguarding the respondent's identification from even the researcher, and information or data that is gathered anonymously cannot be traced back to a particular respondent (Letooane, 2013, p. 36). The respondents were told that they were not expected to disclose their names or any information that could be used to link the questionnaire to a particular respondent, and that the analysis in this study did not focus on individual responses on group responses.

Steps were taken to safeguard the confidentiality of the records and any potential identifying personal information of the participating employees. The questionnaires were designed in such a manner that no names or any form of identity of the participating employees were revealed. All communication with responding employees was treated in the strictest confidence and responses or non-responses of the employees were not to be revealed to any external parties or management. The researcher was the only one who had access to the completed questionnaires.

3.10 Summary

This chapter presented details of the methodology that guided the entire research, with specific reference to the research philosophy and design. A brief discussion on the various research approaches was provided, as well as a discussion on the research study site, population, sample and sampling techniques. Furthermore, a description of the research instrument adopted for the study, as well as, a brief discussion on data analysis were provided. The response rate for this study was presented, which it was found that the response rate for this study was adequate. The following chapter will present the findings of the research, as well as, a discussion of the results.

CHAPTER FOUR

ANALYSIS, RESULTS AND FINDINGS

4.1 Introduction

This study sought to examine the influence of leadership styles on employee commitment in the KwaZulu-Natal Premier's Office. More specifically, the aim of the study was to investigate the perceived leadership style of managers in the Office of the Premier, as well as, to determining how the transformational, transactional and laissez faire leadership styles affect the commitment of employees in the Office of the Premier. This chapter presents the empirical findings and discussion of the results of the study. The data was cleaned, coded and analysed, based on each variable using the Statistical Package for Social Sciences (SPSS).

This chapter first presented the response rate and the analysis of characteristics of the sample. This will be followed by a section on the testing of the research objectives and the results emanating from the test as well as the discussion thereof. The reliability and validity of the results will then be presented followed by the factor analysis results and, finally, a summary of the chapter.

4.2 Analysis of Background Information

This section describes the characteristics of the study population, based on the analysis of the data collected. The respondents who participated in the study were asked to indicate their gender, age-group, nationality, race, salary level, number of years worked in the Office of the Premier, as well as the management level, provincial government and department in which they worked. The biographic data was used to identify the appropriate audience who would provide meaningful information on leadership styles, hence, helping to meet the objectives of the study. The results are as shown in Table 4-1 and Figure 4-1

Table 4-1: Summary statistics of biographic information of the respondents

Biographical variable	Category	Frequency	Percentage
Gender	Female	56	64.49%
	Male	31	35.6%
Age group	20-29	12	13.8%
	30-39	36	41.4%
	40-49	27	31%
	50-59	10	11.5%
	60-69	2	2.3%
Nationality	South African	87	100%
Race	White	2	2.3%
	Indian	2	2.3%
	Black	81	93.1%
	Coloured	2	2.3%
Salary level	1	19	21.8%

	2	42	48.3%
	3	26	29.9%
Years in management	<1	48	55.2%
	1-5	20	23%
	6-10	5	5.7%
	11-15	10	11.5%
	>15	4	4.6%
Years at the office of Premier	0-5	37	42.5%
	6-10	30	34.5%
	11-15	10	11.5%
	>15	10	11.5%
Years with the Provincial Government	0-5	25	28.7%
	6-10	24	27.6%
	11-15	16	18.1%

		>15	22	25.3%
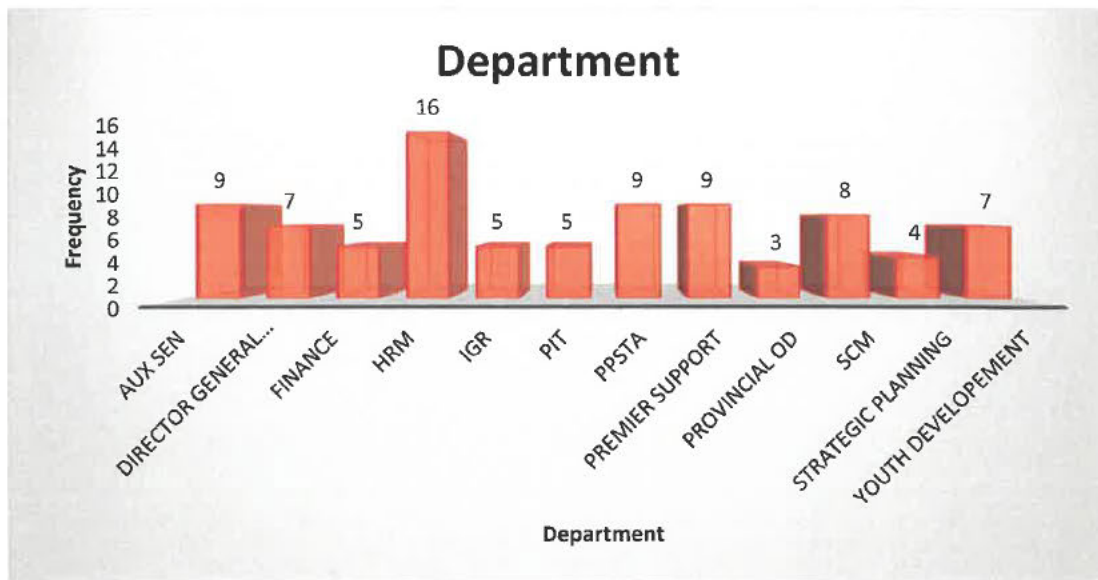
Figure 4-1: Sub-Directorates – Office of the Premier

From the results in Table 4-1 above, the respondent's profile was comprised of 64.49% female and 35.6% male. In terms of age group, the majority of the employees were aged between 30 to 39 years (41.4%), followed by those aged between 40 to 49 years (31%), with minority of the employees being in the age bracket of 60 to 69 years. All the employees were of South African nationality. In terms of race, the majority (93.1%) were Blacks while the rest were Indians, Whites and Coloured, forming 2.3% of the respondents, respectively.

Approximately half of the respondents (48.3%) were on Salary Level 2, and 29.9% and 21.8% were on Salary Level 3 and 1 respectively. The majority (55.2%) of the respondents had worked at the management level for less than 1 year, 23% for 1 to 5 years, 11.5% for 11 to 15 years, 5.7% for 6 to 10 years and 4.6% for more than 15 years. The majority (42.5%) of the respondents had been working in the Office of the Premier for less than 6 years and 34.5% had been working in the Office of the Premier for 6 to 10 years. An equal percentage (11.5%) of the respondents had been working at the Office of the Premier for 11 to 15 years and more than 15 years, respectively. Approximately equal percentages of the respondents (i.e. 28.7% and 27.6%) had been working with in the provincial

40

government for less than 6 years and 6 to 10 years, respectively, 25.5% for more than 15 years, followed by those who had worked in the provincial government for 11 to 15 years (18.1%). Figure 4-1 present results on the departments to which the respondents belonged at the Office of the Premier. Out of the 87 employees who responded, the majority of them (16) were from the Human Resources Department. The least occupied department was the Department of the Provincial Organisational Development, with only 3 people. The distribution of other departments is shown on the graph below.

4.2.1 Cross-tabulation of Years in Management by Gender

Another thing that encourages commitment is the prospect of occupying a management position. Cross-Tabulation was used to check the spread of age in management. Tests for independence were also carried out for statistical evidence to show whether being part of a demographic feature had an effect on aspects of management.

From the Cross-tabulations in Table 4-2, it was found that 60.7% of the females had no management experience, compared to only 45.2% of their male counterparts. Both sexes had an almost equal percentage in terms of those who had been in management for 1-5 years, with 23.2% females and 22.6% males. About 12.9% of the males had been in management for >15 years, whilst none of the females have been in management for >15 years. The culture of excluding most women from the management roles is out-dated, and this is evident from the fact that women now occupy management roles in all categories below 15 years.

The Exact Fisher Test was used to test for the independence of gender and years in management and it gave a value of 7.703 and a non-significant p-value of 0.082 at a 5% level of significance. Therefore, years in management is not dependent on gender at a 5% level of significance.

Table 4-2: Cross-tabulation of Gender and Years in Management

	Years in management					
	0	1-5	6-10	11-15	>15	Total

GENDER	Female	Count	34	13	3	6	0	56
		% within GENDER	60.7%	23.2%	5.4%	10.7%	0.0%	100.0%
	Male	Count	14	7	2	4	4	31
		% within GENDER	45.2%	22.6%	6.5%	12.9%	12.9%	100.0%
Total		Count	48	20	5	10	4	87
		% within GENDER	55.2%	23.0%	5.7%	11.5%	4.6%	100.0%

Fisher's exact value=7.703, df=4, p-value=0.082

4.2.2 Cross-tabulation of years in management by age group

The number of years worked in a management position may depend on the age group of a person. The years worked in a management position was cross-tabulated against the age category of the respondent. The cross-tabulations in Table 4-3 show that there are larger percentages of those not in management among the younger age groups, as would be expected. This is because one naturally has to start in a lower post before being promoted to management. Those who have been in management for longer are also in the higher age category, which is also expected. The Exact Fisher Test had a value of 35.549 and a significant p-value of 0.000, which shows that the years in management were statistically dependent on age.

Table 4-3: Cross-tabulation of Age and Years in Management

	Years in management		Total

42

			0	1-5	6-10	11-15	>15	
AGE	20-29	Count	8	4	0	0	0	12
		% within AGE	66.7%	33.3%	0.0%	0.0%	0.0%	100.0%
	30-39	Count	26	8	2	0	0	36
		% within AGE	72.2%	22.2%	5.6%	0.0%	0.0%	100.0%
	40-49	Count	9	8	3	6	1	27
		% within AGE	33.3%	29.6%	11.1%	22.2%	3.7%	100.0%
	50-59	Count	5	0	0	3	2	10
		% within AGE	50.0%	0.0%	0.0%	30.0%	20.0%	100.0%
	60-69	Count	0	0	0	1	1	2
		% within AGE	0.0%	0.0%	0.0%	50.0%	50.0%	100.0%
Total		Count	48	20	5	10	4	87

% within AGE	55.2%	23.0%	5.7%	11.5%	4.6%	100.0%

Fisher's exact value=35.549, df=16, p-value=0.000

4.2.3 Cross-tabulation of years in management by race

Cross-tabulation was used to check the distribution of years in a management position by race. The cross-tabulation results in Table 4-4 highlight the fact that the Black category is the most important, as the other groups have only two people each. About 56.8% of the Black respondents are not in management positions. This does not indicate that Blacks are not in management, as the organisation sample shows that the proportion of blacks is 0.93, which is 93% of the respondents. With such empty cells, the results of tests for independence become compromised; however, the Exact Fishers test had a value of 13.163 and a p-value of 0.363, hence it would seem that the number of years in management is not dependent on race.

Table 4-4: Cross-tabulation of Race and Years in Management

			Years in management					Total
			0	1-5	6-10	11-15	>15	
RACE	White	Count	0	1	0	1	0	2
		% within RACE	0.0%	50.0%	0.0%	50.0%	0.0%	100.0%
	Indian	Count	1	0	0	1	0	2

44

			50.0%	0.0%	0.0%	50.0%	0.0%	100.0%
		% within RACE	50.0%	0.0%	0.0%	50.0%	0.0%	100.0%
	Black	Count	46	18	5	8	4	81
		% within RACE	56.8%	22.2%	6.2%	9.9%	4.9%	100.0%
	Coloured	Count	1	1	0	0	0	2
		% within RACE	50.0%	50.0%	0.0%	0.0%	0.0%	100.0%
Total		Count	48	20	5	10	4	87
		% within RACE	55.2%	23.0%	5.7%	11.5%	4.6%	100.0%

Fisher's exact value=13.163, df=12, p-value=0.363

4.3 Test of Research Objectives

As indicated in Chapter three the questions used in eliciting information for the research objectives were all in the 5-point Likert-type scale. A 5-point Likert-type scale is a five-point scale that gives an individual a chance to express how much they agree or disagree with a statement. As such, the five-point Likert scale was used to rate the respondents' level of agreement or disagreement with statements pertaining to leadership styles, which is the focus of this study. The five-point Likert scale was coded in SPSS as follows: 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree. In minimising the data, all responses alluding to 'strongly agree' and 'agree' were considered to be positive and analysed together. Similarly, the responses indicating "disagree" and "strongly disagree" were grouped as negative. The responses to the questions are presented in Tables

and Figures. Discussions on the research findings for each objective were provided in line with the literature and the adopted theories.

4.3.1 Test of research objective 1 (RO1): to investigate the perceived leadership style managers' display in the Office of the Premier.

In addressing RO1, the researcher framed Questions L1 to L21 with the aim of eliciting information on the perceptions of the respondents on leadership styles. These 21 questions were split into the three adopted leadership styles (transformational, transactional and laissez faire) on this study. Questions L1 to L12 were specifically addressed to the transformational leadership style. Similarly, Questions L13 to L18 were framed to elicit information on the transactional leadership style, while the Laissez faire leadership styles was covered with Questions L19 to L21 by Appendix A. The data emerging from the respondents are presented in Tables 4-5, 4-6, 4-7 and 4-8 below.

Table 4-5: Responses on transformational leadership

Q	Transformational leadership style		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	% Agree/
L1	My supervisor makes me feel good to be around him/her.	Count	5	16	12	31	23	62%
		%	5.7%	18.4%	13.8%	35.6%	26.4%	
L2	My supervisor enjoys discussing the organisation with people outside it.	Count	10	15	27	25	10	40.2%
		%	11.5%	17.2%	31%	28.7%	11.5%	
L3	My supervisor enables me to think about old problems in new ways.	Count	6	20	16	36	9	51.7%
		%	6.9%	23%	18.4%	41.4%	10.3%	

46

L4	My supervisor helps me to develop myself.	Count	7	17	10	27	26	60.9%
		%	8%	19.5%	11.5%	31%	29.9%	
L5	I am proud to be associated with my supervisor	Count	11	22	5	29	20	56.6%
		%	12.6%	25.3%	5.7%	33.3%	23%	
L6	My supervisor gets us to rethink ideas that we had never questioned before	Count	5	30	6	28	17	51.7%
		%	5.7%	34.5%	6.9%	32.2%	19.5%	
L7	My supervisor gives personal attention to others who seem rejected.	Count	11	29	12	26	9	40.2%
		%	12.6%	33.3%	13.8%	29.9%	10.3%	
L8	We have complete faith in my supervisor.	Count	7	17	9	37	17	62%
		%	8%	19.5%	10.3%	42.5%	19.5%	
L9	My supervisor helps us to find our work meaningful.	Count	7	30	8	26	16	48.3%
		%	8%	34.5%	9.2%	29.9%	18.4%	
L10	My supervisor provides appealing images about what we can do.	Count	4	38	6	23	16	44.8%
		%	4.6%	43.7%	6.9%	26.4%	18.4%	

			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
L11	My supervisor provides us with new ways of looking at puzzling things.	Count	7	30	8	31	11	48.2%
		%	8%	34.5%	9.2%	35.6%	12.6%	
L12	My supervisor lets us know how we are doing.	Count	5	17	5	47	13	68.9%
		%	5.7%	19.5%	5.7%	54%	14.9%	

Sixty-two percent (62%) of the respondents were of the opinion that their supervisor made them feel good to be around them, 13.8% gave a neutral response, whilst the rest disagreed. About 40% of the respondents believed that their supervisors enjoy discussing the organisation with people outside it, 31% had a neutral opinion, while 28.7% were of a contrary opinion about the statement. Approximately half (51.7%) of the respondents believed that their supervisor enabled them to think about old problems in new ways. Sixty-point-nine percent (60.9%) believed that the supervisor helped them develop themselves, whilst 56.6% were proud to be associated with their supervisor. About 51.7% of the respondents said their supervisor got them to rethink ideas that they had never questioned before. Less than half (40.2%) of the respondents believed that their supervisors gave personal attention to those who seemed rejected. Over half (62%) of the respondents reported that they had complete faith in their supervisors, while approximately half (48.3% and 48.2%) believed that their supervisors helped them find their work meaningful and gave them new ways of looking at puzzling things. About 48% of the respondents did not believe that their supervisors provided appealing images about what they could do, whilst 45% of the respondents believed that they could. About 69% of the respondents agreed that their supervisors let them know how they were doing.

Table 4-6: Responses on transactional leadership

Q	Transactional leadership style		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	% Agree/ Strongly
L13		Count	9	15	11	44	8	59.8%

48

	As long things are working out well, my supervisor does not change anything.	%	10.3%	17.2%	12.6%	50.6%	9.2%	
L14	My supervisor tells us what to do if we want to be rewarded for our work	Count	4	27	7	32	17	56.3%
		%	4.6%	31%	8%	36.8%	19.5%	
L15	My supervisor is satisfied when others meet agreed upon standards.	Count	3	19	6	39	20	67.8%
		%	3.4%	21.8%	6.9%	44.8%	23%	
L16	My supervisor calls attention to what others can get for what they accomplish	Count	7	30	12	31	7	43.6%
		%	8%	34.5%	13.8%	35.6%	8%	
L17	My supervisor tells us the standards we have to know to carry out our work	Count	3	18	5	48	13	70.1%
		%	3.4%	20.7%	5.7%	55.2%	14.9%	
L18	My supervisor provides rewards when others reach their goals	Count	7	22	9	39	10	56.3%
		%	8%	25.3%	10.3%	44.8%	11.5%	

About 59.8% of the respondent reported that their supervisors did not change anything, as long as, things were working out well. The majority of the respondents (56.3%) were confident that their supervisor told them what to do if they wanted to be rewarded for their work, 67.8% reported that their supervisors were satisfied when others met agreed upon standards. About 42.5% and 43.6% of

the respondents disagreed and agreed, respectively, that their supervisors called attention to what others could get for what they accomplish, whereas 70.1% of them said that their supervisor told them the standards that they had to know to carry out their work. About 56% of the respondents reported that their supervisors provided rewards when others reached their goal, while 29% of the respondents disagreed.

Table 4-7: Responses on Laissez faire leadership

Q	Laissez faire leadership		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	% Agree/ Strongly
L19	My supervisor is content to let others always continue working in the same ways	Count	2	40	16	24	4	32.2%
		%	2.3%	47.1%	18.4%	27.6%	4.6%	
L20	Whatever others want to do is okay with my supervisor	Count	10	47	9	15	6	24.1%
		%	11.5%	54%	10.3%	17.2%	6.9%	
L21	My supervisor asks no more of us than what is absolutely essential.	Count	9	28	12	27	11	43.6%
		%	10.3%	32.2%	13.8%	31%	12.6%	

Approximately half (49.4%) of the respondents reported that their supervisors had not content to always let others continue working in the same way, whilst 32.2% said that their supervisors were content with working in the same way always. The majority (65.5%) of the respondents disagreed that whatever others want to do is okay with their supervisors, while 24 % agreed with the statement. When asked whether their supervisors asked more of them than what was absolutely essential, 43.6% agreed, while 42.5% disagreed.

50

Table 4-8: Average rating of leadership styles

Leadership style	Average level of employees' agreement
Transactional	58.98%
Transformational	52.96%
Laissez faire	33.3%

The average level of employee agreement, as calculated from the rating of leadership styles, was used to investigate the perceived leadership style of the managers displayed in the Office of the Premier. The results are presented in Table 4-20. On average, 58.98% of the employees reported that their leaders displayed the transactional leadership style, 52.96% stated that their leaders applied the transformational leadership style, while 33.3% rated the laissez faire leadership style as the leadership style displayed by their leaders. This implies that the transactional leadership style was the most applied leadership style at the Office of the Premier, followed by the transformational leadership style, whereas the laissez faire leadership style was the least practised. According to Alkahtani (2015, p. 23), transactional leadership gives the leader an opportunity to lead their employees and for them to agree to follow their leaders to achieve the goals. The leader is given the power to evaluate, train, correct and handle employees when production is not meeting the expected level, and reward appropriately when employees reach the expected outcomes. Transactional leaders satisfy their particular wants by engaging in a transaction and providing the external motivation to their subordinates through rewards (McLaggan *et al.* 2013, p. 2). On the other hand, transformational leadership is vital for effective management, because the eventual success of the organisation is determined by the effectiveness of the leader. Transformational leaders are able to inspire their followers and to change their expectations, perceptions and motivations and to work towards a common goal (McLaggan *et al.*, 2013, p. 2). The finding that transactional and transformational leadership were mostly adopted is in line with findings by Felfe (2004, p. 26) who stated that transformational and transactional leadership styles complement each other and improve leadership effectiveness.

4.3.2 Test of research objective 2 (RO2): to determine how the transformational leadership style affects commitment of employees in the Office of the Premier.

A correlation analysis was used to study the effects of the transformational, transactional and laissez faire leadership styles on employee commitment. For this study, the Pearson Correlation (r) was used, as well as, the P- values of significance showing the degree and significance of the relationship. The

Pearson correlation coefficient (r) informs a researcher of the magnitude and direction of the relationship between the two variables; the bigger the coefficient, the stronger the association (Mugenda and Mugenda, 2003, p. 47).

In order to address RO2, the researcher conducted a correlation analysis using a single factor for transformational leadership style obtained from factor analysis of Questions L1 to L12 (Appendix A, Section B) and a factor for employee commitment obtained from Questions O1 to O23 (Appendix A, Section C). Table 4-9 shows the degree and significance of the relationship between the variables, as measured by the Pearson Correlation statistic and the p-value, respectively.

Table 4-9: Results for correlation between transformational leadership and commitment

		Employee Commitment
Transformational leadership style	Pearson Correlation	.301[*]
	p-value (Sig.)	.005
	N	86

*Correlation is significant at the 0.05 level.

Table 4-9 above shows that there was a statistically-significant weak positive relationship between the transformational leadership style and employee commitment at a 5% level of significance. This is because the value of the Pearson correlation coefficient was 0.301 and the significance value was $0.005 < 0.05$, which means that an improvement in transformational leadership can, to some extent, lead to an improvement in the employees' commitment at the Office of the Premier. Similarly, a deterioration in transformational leadership can result in poor employee commitment. Similar to McLaggan (2013, p. 5), our findings showed that through the strength of the transformational leader's vision and personality, they are able to motivate subordinates to change their expectations and perceptions and inspire them to work towards common goals. This behaviour, in turn, encourages employees to remain in their respective organisations because they value the time invested in growing

52

the organisation and they see the cost of leaving the organization as higher, compared to the cost of remaining with the organisation. Our finding also concurs with the findings of Nyengane (2007, p.57) and Walumbwa *et al*. (2005, p. 10), who established that there is a positive relationship between the transformational leadership style and employee commitment. They further specified that transformational leaders are able to influence the employees' commitment to the organisation by inspiring higher levels of essential value that are associated with formulating a higher level of personal commitment on the part of the leader and followers to a common vision, mission and organisational goals, as well as, a variety of cultures. A similar finding was presented in the work of Purvanova (2006, p. 19), who found that there is a relationship between transformational leadership and employee commitment.

4.3.3 Test of research objective 3 (RO3): to ascertain how the transactional leadership style affects employees' commitment in the Office of the Premier

In order to address RO3, the researcher conducted a correlation analysis, using, a factor for transactional leadership style obtained from the factor analysis of Questions L13 to L18 (Appendix A, Section B) and a factor for employee commitment obtained from Questions O1 to O23 (Appendix A, Section C). Table 4-10 shows the degree and significance of the relationship between the variables, as measured by the Pearson Correlation statistic and p-value, respectively.

Table 4-10: Results for correlation between transactional leadership and commitment

		Employee Commitment
Transactional leadership style	Pearson Correlation	.356*
	p-value (Sig.)	.001
	N	87

*Correlation is significant at the 0.05 level

The results in Table 4-10 reveal that transactional leadership was positively related to employee commitment at the Office of the Premier. This relationship was moderate and statistically significant

at a 5% level of significance, as depicted by the correlation coefficient and the p-value (r = 0.356, p-value=0.001). This implies that improving or embracing the transactional leadership style will lead to a moderate improvement in employees' commitment to the organization, whereas, poor transactional leadership will result into poor employees' commitment. This finding is in agreement with that of Nyengane (2007, p. 53), who established that transactional leadership is positively related to employee commitment. However, care must be taken as, once the transaction has been accomplished and the objectives achieved, the relationship between transactional leadership style and employee commitment comes to an end immediately.

4.3.4 Test of research Objective 4 (RO4): to inspect how the laissez faire leadership style affects the employees' commitment in the Office of the Premier

In addressing RO4, the researcher conducted a correlation analysis using a factor for the laissez faire leadership style obtained from the factor analysis of Questions L19 to L21 (Appendix A, Section B) and a factor for employee commitment. The results for correlation analysis are presented in Table 4-11.

Table 4-11: Results for correlation between Laissez faire leadership and commitment

		Employee Commitment
Laissez Faire leadership style	Pearson Correlation	.266[*]
	p-value (Sig.)	.013
	N	87

*Correlation is significant at the 0.05 level

From the results in Table 4-11 above, it is clear that the laissez faire leadership was positively related to employee commitment at the Office of the Premier. This relationship was weak and statistically significant at a 5% level of significance, as depicted by the correlation coefficient and the p-value (r = 0.266, p-value = 0.013). This implies that improving the laissez faire leadership style will lead to a small improvement in employees' commitment to the organization, whereas, a poor laissez faire

leadership will result in the poor commitment of the employees. In the laissez faire leadership style subordinates are allowed the freedom to make decisions that concerns their work and to complete it and the leader just provides resources required. Allowing employees to make decisions on, how to realise their goals, empowers them with a sense of ownership over their work (Rubin, 2013 p. 60). With this style, leaders believe that people do their best when given the sovereignty to take accountability and to exercise commitment. Subordinates are given complete freedom to make their own decisions. The leader provides the subordinates with the tools to do their work but does not participate in their work, except, when asked (Eresia-Eke and Mabasa, 2018, p. 15), hence, our study established that a good laissez faire leadership can improve the employees' commitment.

4.4 Factor Analysis

A factor analysis as a dimension-reduction technique was conducted in order to group the common factors and to retain the smallest number of factors that had the highest influence in terms of the total variance explained by the principal components. A factor analysis was conducted using the Principal Component method approach. The extraction of the factors followed the Kaiser Criterion where an Eigen value of 1 or more indicates a unique factor. In factor analysis, the Kaiser Criterion drops the factors with Eigen values less than 1 (Kaiser, 1960, p.26). Items with factor loadings of 0.4 or higher are usually considered significant and are retained for further analysis.

4.4.1 Kaiser-Meyer-Olkin and Bartlett's test

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and the Bartlett's test of sphericity were conducted to check if the data were suitable for factor analysis. KMO values greater than 0.5 indicate that the sample is adequate for the factor analysis to be applicable (Bisschoff *et. al*.2012, p.25). Bartlett's test is used to test the null hypothesis that the correlation matrix for the variables in a population is an identity matrix, that is, the null hypothesis that there is no correlation among the variables (Bisschoff *et. al*.2012, p.25). The null hypothesis is rejected whenever the p-value is less than 0.05 and this implies that the data is correlated and thus sufficient for factor analysis. The results of the KMO and Bartlett's test are shown in Table 4-12.

Table 4-122: The KMO and Bartlett's Test for the Variables

Variable	Kaiser-Meyer-Olkin	Bartlett's Test of Sphericity

	(KMO) Measure of Sampling Adequacy	Approximate Chi-square	df	sig
Transformational leadership style	.903	680.698	66	.000
Transactional leadership style	.846	229.583	15	.000
Laissez Faire leadership style	.620	29.493	3	.000
Employee commitment	.616	678.931	276	.000

Table 4-12 shows that the KMO value for the transformational leadership style was 0.903>0.5, for the transactional leadership style it was 0.846>0.5, for the laissez faire leadership style it was 0.620>0.5, and lastly, the KMO value for employment commitment was 0.616>0.5. On the other hand, the Bartlett's test returned p-values which are less than 0.05, hence, the data for all four variables was sufficient for the application of the factor analysis.

4.4.2 Factor analysis results for transformational leadership

Factor analysis was conducted on items (statements) L1 to L12. Table 4-13 indicates that all the items (L1 to L12) loaded on one factor. This factor was labelled as transformation leadership since all these items deal with transformational leadership style. All the items were retained for analysis as they had factor loadings of more than 0.4. Specifically, statement L5 had the highest factor loading (0.868), followed by L10 (0.828), then by L9 (0.825), L11 (0.823), and so on. Statement L2 had the least factor loading of 0.456. The factor explains 57.68% of the total variance.

Table 4-133: Factor loadings for transformational leadership

Statement	No.	Factor 1
I am proud to be associated with my supervisor	L5	.868
My supervisor provides appealing images about what we can do.	L10	.828
My supervisor helps us to find our work meaningful.	L9	.825
My supervisor provides us with new ways of looking at puzzling things.	L11	.823
My supervisor helps me to develop myself.	L4	.813
My supervisor gives personal attention to others who seem rejected.	L7	.793
We have complete faith in my supervisor.	L8	.781

My supervisor gets us to rethink ideas that we had never questioned before	L6	.766
My supervisor lets us know how we are doing.	L12	.730
My supervisor makes me feel good to be around him/her.	L1	.691
My supervisor enables me to think about old problems in new ways.	L3	.650
My supervisor enjoys discussing the organization with people outside it.	L2	.456
% of variance explained		57.68%
Cumulative percentage		57.68%

4.4.3 Factor analysis results for transactional leadership

Statements L13 to L18 were subjected to factor analysis. The results in Table 4-14 show that all statements (L13 to L18) loaded significantly on one factor. Since these statements pertain to transactional leadership style, the factor is named transactional leadership. The factor explains 59.71% of the total variance.

Table 4-144: Factor loadings for transactional leadership

Statement	No.	Factor
		1
My supervisor is satisfied when others meet agreed upon standards.	L15	.834
My supervisor calls attention to what others can get for what they accomplish	L16	.832
My supervisor provides rewards when others reach their goals	L18	.795
My supervisor tells us the standards we have to know to carry out our work	L17	.777
My supervisor tells us what to do if we want to be rewarded for our work	L14	.738
As long things are working out well, my supervisor does not change anything.	L13	.645
% of variance explained		59.71%
Cumulative percentage		59.71%

4.4.4 Factor analysis results for laissez faire leadership

The results in Table 4-15, show that the statements L19 to L21 loaded on one factor. Statement L19 had the highest loading factor (0.809), followed by L21 (0.746) and then L20 (0.698). All these statements are related to Laissez Faire leadership style and therefore this factor is labeled as Laissez Faire leadership. The statements are very significant as they have factor loadings of more than 0.6. The items explained 56.62% of the total variance.

Table 4-155: Factor loadings for Laissez Faire leadership

Statement	No.	Factor
		1
My supervisor is content to let others always continue working in the same ways	L19	.809
My supervisor asks no more of us than what is absolutely essential.	L21	.746
Whatever others want to do is okay with my supervisor	L20	.698
% of variance explained		56.62%
Cumulative percentage		56.62%

4.4.5 Factor analysis results for employee commitment

Factor analysis was used to reduce the dimension of employee commitment (items O1 to O24). The initial run gave 9 factors, but these were not ideal as some of the factors had only one item loading onto them. The factor analysis was re-run with number of factors set to 3. Table 4-16 indicates that a total of 18 out of 24 items loaded onto three factors. Consequently, 6 items (O2, O4, O9, O14, O18 and O24) were discarded as they had factor loadings of less than 0.4.

Factor 1: Normative commitment

A total of 8 statements on employee commitment, namely: O1, O3, O7, O16, O17, O20, O21 and O22 loaded on factor 1. Most of the statements under factor 1 are related to normative commitment, hence, the factor is labelled as normative commitment.

Factor 2: Affective commitment

Items O5, O6, O8, O11, O12, O13, O19 and O23 all loaded on factor 2. Most of these statements deal with affective commitment; hence, factor 2 is labelled as affective commitment.

Factor 3: Continuance commitment

Two statements namely: O10 and O15 loaded onto factor 3. The two statements are related to continuance commitment, thus, factor 3 is labelled as continuance commitment. The statements under factor 3 have significant factor loadings of more than 0.6.

The first factor explained 16.65% of the total variance, the second factor explained 12.73% of the total variance, while the third factor explained 8.91% of the total variance. In particular, the first three factors explained 38.29% of the total variation, as shown in Table 4-16.

Table 4-166: Factor loadings for employee commitment

Statement	No.	Factors		
		1	2	3
One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	O20	.795		
I was taught to believe in the value of remaining loyal to one organization	O22	.710		
I would be very happy to spend the rest of my career with this organization.	O1	.633		
If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.	O21	.604		
I really feel as if this organization's problems are my own.	O3	.487		
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice and another organization may not match the overall benefits I have here.	O16	.457		
I think that people these days move from company to company too often.	O17	.446		

59

This organization has a great deal of personal meaning to me.	O7	.407		
I do not feel like 'part of the family' at my organization.	O5		.690	
I do not feel a strong sense of belonging to my organization.	O8		.638	
I do not feel 'emotionally attached' to this organization.	O6		.542	
Too much in my life would be disrupted if I decided I wanted to leave my organization now.	O11		.536	
Right now, staying with my organization is a matter of necessity as much as desire.	O13		.526	
Things were better in the days when people stayed with one organization for most of their careers	O23		.469	
It wouldn't be too costly for me to leave my organization now.	O12		.432	
Jumping from organization to organization does not seem at all unethical to me.	O19		.402	.
One of the few serious consequences of leaving this organization will be scarcity of available alternatives.	O15			.667
It would be very hard for me to leave my organization right now, even if I wanted to.	O10			.613
% of variance explained		16.65%	12.73%	8.91%
Cumulative percentage		16.65%	29.38%	38.29%

4.5 Reliability and Validity Results

Reliability is a measure that indicates the extent to which there are no biases, therefore it ensures consistent measurement across the various items in the instrument (Creswell (2014, p. 37). On the other hand, validity is a measure of the degree of accuracy and meaningfulness of inference, based on the research results (Hawking and Hlodinow, 2010, p. 47).

A pilot study was undertaken on 20 employees in the Office of the Premier to test the reliability and validity of the questionnaire. Piloting refers to testing the effectiveness and efficiency of the instrument used to measure the intended constructs, and to determine whether the participants will easily understand the questions (Simkhada *et al*. 2006, p. 295). The rule of thumb is that 10% of the sample should constitute a pilot test (Creswell, 2003, p. 45). This was done by using Cronbach's Alpha method, which checked on the reliability and validity of the instruments, determining the internal consistency of the scale used. Cronbach's Alpha method is a reliable coefficient that indicates

how well items are positively related to one another. According to Field (2009, p. 675), Cronbach's Alpha values of 0.7 and above are considered to be adequate for reliability tests.

Table 4-17 presents Cronbach's Alpha values for the variables in this study. The Cronbach's Alpha for the leadership style section was 0.944, which represents a very high internal consistency. Thus, all the items under the leadership style section measured the same idea construct, as expected. According to this scale, if an item is deleted, none of the items caused an increase on Cronbach's Alpha, hence there was no need to alter the questionnaire. For employee commitment, the Cronbach's Alpha was 0.676, which shows some internal consistency. Ideally, a Cronbach Alpha of 0.70 and above is considered adequate. However, none of the items brought an increase in the Alpha value after being deleted, hence every item was retained. For the overall questionnaire, a Cronbach Alpha value of 0.833 was obtained which, implied strong internal consistency amongst the questionnaire items. This shows that our questionnaire leadership and organisational skills items were indeed a measure of the same construct as would be expected from a well-designed questionnaire. None of the items had a significant increase in the Cronbach's Alpha after being deleted. Most of them caused a fall in the Cronbach's alpha, with a few causing less than a 0.1% increase, hence all items were retained in the questionnaire. These results are consistent with findings of Bass and Avolio (1997, p. 135) and Whitelaw (2001, p. 108) namely, that the MLQ is valid and reliable and has been used extensively worldwide.

Table 4-177: Cronbach's Alpha value of variables

Variable	Cronbach's Alpha	Number of Items
Leadership styles	0.944	21
Employee commitment	0.676	18
Overall Cronbach's Alpha	**0.883**	**45**

4.6 Summary

This chapter presented the results of the data analysis and the appropriate discussions. In the analysis of the background characteristics of this study, it was found that more females than males responded. Of most importance in this chapter was the testing of the research objectives. It was found that the transactional leadership style is the mostly adopted in the Office of the Premier. According to Alkahtani (2015, p. 26), transactional leadership gives the leader the opportunity to lead and for employees to agree to follow their leaders to achieve the goals. It was also found that the transactional, transformational and laissez faire leadership styles have a significant positive influence on employee commitment. Generally, it was found that leadership styles have positive influence on employee commitment in the KwaZulu-Natal Premier's Office. The success of the organisation in terms of addressing its vision and objectives depends on the effective leadership style within an organisation (Dlamini *et. al.* 2017, p. 1). From this study it appears that leadership styles can drive the agenda of organisational commitment. This means that effective leaders can positively motivate the employees to become more committed to the organization. This would in turn help in attainment of organizational goals and increase the performance of the organization. The detailed factor analysis results were also presented in this chapter. Further, the chapter presented the reliability and validity results, and it was found that the research instrument used was reliable and valid. The next chapter will present a brief summary of the research findings, conclusions and recommendations.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The previous chapter presented the findings of the study. First there were findings on the respondent's general information. This was then followed by the findings on the methods used to determine leadership styles and their relationship to commitment in the office of the Premier by using various tools of analysis.

To this effect the analysis and the findings conducted sort to establish the degree and significance of the relationship between the variables, as measured by the Pearson Correlation statistic and the p-value, respectively. The Cronbach's Alpha for the leadership style was also used to measure internal consistency and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and the Bartlett's test of sphericity was further conducted to check if the data were suitable for factor analysis.

The purpose of this chapter is to present and to discuss the major findings of the study, to draw conclusions based on the findings and finally to make recommendations, as per the results. This chapter discusses the findings of the study as detailed in chapter 4, concludes and gives recommendations as the deemed impact of leadership styles on employee commitment in the Office of the Premier in the KwaZulu-Natal province.

The main research question of the study thus reads: How do the transformational, transactional and laissez-faire leadership styles affect an employee's commitment in the Office of the Premier in KwaZulu-Natal? The sub-research questions are as follows:

- What are the perceived leadership styles that management displays in the Office of the Premier?

- How does the transformational leadership style encourage an employee's commitment?

- How does the transactional leadership style influence an employee's commitment?

63

- How does the laissez-faire leadership style affect an employee's commitment?

5.2 Summary of the Objective of the Study

The general objective of the was to examine and discover the impact of the transformational, transactional and laissez-faire leadership styles on employee commitment in the Office of the Premier in KwaZulu-Natal, and to establish the influence of these leadership styles on the employees' commitment. The study was guided by sub-objectives derived from the main aim which were:

- to investigate the perceived leadership styles of managers as displayed in the Office of the Premier:
- to determine how the transformational leadership style affects the commitment of employees in the Office of the Premier.
- to ascertain how the transactional leadership style affects the commitment of employees in the Office of the Premier; and
- to examine the effect of the laissez faire leadership style commitment of the employees in the Office of the Premier.

5.3 Discussion of Findings on Research Objectives

5.3.1 Investigation of the perceived leadership style that managers displayed in the Office of the Premier.

This was based on the descriptive statistics for the three leadership styles considered in this study. The descriptive analysis of the study showed that the majority of the respondents agreed that transformational leadership style, of their supervisors made them feel good to be around them; enabled them to think about old problems in new ways; helped them to develop themselves; made them proud to be associated with their supervisor; got them to rethink ideas that they had never questioned before; made them feel they could be trusted; helped them to find their work meaningful; provided them with new ways of looking at puzzling things and let them know how they were doing.

A descriptive analysis of the transactional leadership style showed that the majority of the respondents agreed that their supervisors did not change anything, as long as, things were working out well, told them what to do if they wanted to be rewarded for their work, are satisfied when others

64

agreed upon the standards, told them the standards that they had to know to carry out their work and provided rewards when others reached their goal.

For the laissez faire leadership style, a descriptive analysis revealed that the majority of the respondents agreed that their supervisors asked no more of them than what is absolutely essential, while the majority disagreed that their supervisors were content to always let others continue working in the same way and that it was okay with their supervisors to let others do what they wanted.

A comparison of the average level of agreement of the respondents to different types of leadership styles revealed that the most adopted leadership styles at the Office of the Premier were the transactional and transformational leadership styles. In particular, the transactional leadership style topped the list, followed by, the transformational leadership style. It was found that laissez faire was the least adopted leadership style at the Office of the Premier.

5.3.2 Determining how the transformational leadership style affects the commitment of employees in the Office of the Premier

To achieve this specific Objective Two, an inferential analysis was conducted. More specifically, a correlation analysis between the transformational leadership style and employee commitment was carried out. As seen from the results in Table 4-9, transformational leadership style and employee commitment had a significantly weak positive correlation. This finding indicates that there was a positive, but not very strong relationship between the transformational leadership style and employee commitment. Therefore, it was revealed that strengthening the transformational leadership skills could motivate subordinates to change their expectations, perceptions and inspiration and work towards a common goal, as it could also encourage employees to remain in their respective organizations (McLaggan *et al.*, 2013, p. 5).

5.3.3 Ascertaining how the transactional leadership style affects an employees' commitment in the Office of the Premier

A correlation analysis of the relationship between the transactional leadership style and employee commitment revealed that transactional leadership was positively related to employee commitment at the Office of the Premier. This relationship was moderate and statistically significant at a 5% level of significance, as inferred from the correlation coefficient and the p-value in Table 4-10. The implication of the results is that improving or embracing the transactional leadership style can lead to a moderate improvement in the employees' commitment to the organization, whereas poor transactional leadership could in the result into poor commitment of employees.

65

5.3.4 Inspecting how the laissez faire leadership style affects employees' commitment in the Office of the Premier

The fourth, and the last, objective of this study sought to inspect how the laissez faire leadership style affected the employees' commitment in the Office of the Premier. The results of the correlation analysis in Table 4-11 showed that the laissez faire leadership was positively related to employee commitment at the Office of the Premier. This relationship was weak and statistically significant at a 5% level of significance, as depicted by the correlation coefficient and the p-value. Our results mean that giving employees freedom to make their own decisions concerning their work and them completing it, can to some extent, make them more accountable and committed.

5.4 Conclusions

From the above investigation of the perceived leadership style displayed by the managers, it can be concluded that the transactional and transformational leadership styles are the most adopted leadership styles at the Office of the Premier, with the transactional leadership style being highly practised followed by the transformational leadership style, while the laissez faire leadership style is the least practised. The results showed 58.98% of the employees agreeing that their leaders displayed the transactional leadership style while 52.96% confirm that their leaders applied the transformational leadership style, and 33.3% rated the laissez faire leadership style as the leadership style displayed by their leaders. According to Alkahtani (2015, p. 23), transactional leadership gives the leader an opportunity to lead their employees and for them to agree to follow their leaders to achieve the goals. The leader is given the power to evaluate, train, correct and handle employees when production is not meeting the expected level, and reward appropriately when employees reach the expected outcomes. On the other hand, transformational leadership is vital for effective management, because the eventual success of the organisation is determined by the effectiveness of the leader. Transformational leaders are able to inspire their followers and to change their expectations, perceptions and motivations and to work towards a common goal (Dlamini *et.al.*, 2017, p. 2). The finding that transactional and transformational leadership were mostly adopted is in line with findings by Uzonwanne (2017, p. 160) who stated that transformational and transactional leadership styles complement each other and improve leadership effectiveness. Even though laissez-faire leadership style was the least adopted style, the study established that a good laissez faire leadership can improve the employees' commitment. The findings implied that improving the laissez faire leadership style will lead to a small improvement in employees' commitment to the organization, whereas, a poor laissez faire leadership will result in the poor commitment of the employees. With this style, leaders believe that people do

their best when given the sovereignty to take accountability and to exercise commitment. The leader provides the subordinates with the tools to do their work but does not participate in their work, except, when asked (Eresia-Eke and Mabasa, 2018, p. 15). In the laissez faire leadership style subordinates are allowed the freedom to make decisions that concerns their work and to complete it and the leader just provides resources required. Allowing employees to make decisions on, how to realise their goals, empowers them with a sense of ownership over their work (Rubin, 2013 p. 60). From the investigation of the effect of leadership styles on employee commitment it was concluded that improving the transformational, transactional and laissez faire leadership styles can lead to a significant improvement in employee commitment to the organisation.

5.5 Study Recommendations

5.5.1. General recommendations from the study

Since the findings of the study showed that the laissez leadership is not mostly adopted at the Office of the Premier and that the transformational, transactional and laissez faire leadership styles have a significant and positive correlation with employee commitment, the Office of the Premier should attempt to maintain the transactional and transformational leadership styles and make an effort to embrace the laissez faire leadership style more often, as the three leadership styles can make the employees more committed which, in turn, helps to improve organisational performance.

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73

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APPENDICES

APPENDIX A: QUESTIONNAIRE

Leadership Styles and Employee Commitment: A case study of the Kwazulu-Natal Office of the Premier

PLEASE MARK THE APPROPRIATE BOX WITH AN (X)

SECTION A: SOCIODEMOGRAPHICS

Age:

20 - 29	
30 – 39	
40 – 49	
50 – 59	
60 - 69	
70 - 79	

Gender:

Female	Male	Other

Nationality: _____

Race group:

White	Asian	Indian	Black	Coloured	Other

Occupation: _____

Salary level:

1 - 5	
6 – 8	
9 – 12	
13 - 16	

Directorate/Unit: _____

Number of years in management level: _____

Number of years in the Office of the Premier: _____

Service with the Provincial Government: _____

SECTION B: Multifactor Leadership Questionnaire (MLQ)

LEADERSHIP STYLE

Please read and indicate how strongly you agree or disagree with the following statements by ticking the appropriate number: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA).

Statements	SD 1	D 2	N 3	A 4	SA 5
TRANSFORMATION LEADERSHIP STYLE (RO 1)					
L1. My supervisor makes me feel good to be around him/her.					
L2. My supervisor enjoys discussing the organisation with people outside it.					
L3. My supervisor enables me to think about old problems in new ways.					
L4. My supervisor helps me to develop myself.					
L5. I am proud to be associated with my supervisor					

L6. My supervisor gets us to rethink ideas that we had never questioned before					
L7. My supervisor gives personal attention to others who seem rejected.					
L8. We have complete faith in my supervisor.					
L9. My supervisor helps us to find our work meaningful.					
L10. My supervisor provides appealing images about what we can do.					
L11. My supervisor provides us with new ways of looking at puzzling things.					
L12. My supervisor lets us know how he/she or we are doing.					
TRANSACTIONAL LEADERSHIP STYLE (RO 2)					
L13. As long things are working out well, my supervisor does not change anything.					
L14. My supervisor tells us what to do if we want to be rewarded for our work					

81

L15. My supervisor is satisfied when others meet agreed upon standards.					
L16. My supervisor calls attention to what others can get for what they accomplish					
L17. My supervisor tells us the standards we have to know to carry out our work					
L18. My supervisor provides rewards when others reach their goals					
LAISSEZ-FAIRE LEADERSHIP STYLE					
L19. My supervisor is content to let others continue working in the same ways always					
L20. Whatever others want to do is okay with my supervisor					
L21. My supervisor asks no more of us than what is absolutely essential.					

SECTION C: Organizational Commitment Questionnaire (OCQ)

ORGANISATIONAL COMMITMENT

The following statements concern how you feel about the department where you work and specifically how committed you are. Please read and indicate how strongly you agree or disagree with the following statements by ticking the appropriate number: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA).

Statements	SD	D	N	A	SA
	1	2	3	4	5
AFFECTIVE COMMITMENT (RO4)					
O1. I would be very happy to spend the rest of my career with this organisation.					
O2. I express what we could and should do in a few simple words.					
O3. I really feel as if this organisation's problems are my own.					
O4. I think that I could easily become as attached to another organisation as I am to this one.					
O5. I do not feel like 'part of the family' at my organisation.					
O6. I do not feel 'emotionally attached' to this organisation.					

O7. This organisation has a great deal of personal meaning to me.					
O8. I do not feel a strong sense of belonging to my organisation.					
CONTINUANCE COMMITMENT (RO4)					
O9. I am not afraid of what might happen if I quit my job without having another one lined up.					
O10. It would be very hard for me to leave my organisation right now, even if I wanted to.					
O11. Too much in my life would be disrupted if I decided I wanted to leave my organisation now.					
O12. It wouldn't be too costly for me to leave my organisation now.					
O13. Right now, staying with my organisation is a matter of necessity as much as desire.					
O14. I feel that I have too few options to consider leaving this organisation.					
O15. One of the few serious consequences of leaving this organisation will be scarcity of available alternatives.					
O16. One of the major reasons I continue to work for this organisation is that leaving would require considerable personal					

sacrifice and another organisation may not match the overall benefits I have here.					
NORMATIVE COMMITMENT (RO4)					
O17. I think that people these days move from company to company too often.					
O18. I do not believe that a person must always be loyal to his or her organisation.					
O19. Jumping from organisation to organisation does not seem at all unethical to me.					
O20. One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.					
O21. If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation.					
O22. I was taught to believe in the value of remaining loyal to one organisation					
O23. Things were better in the days when people stayed with one organisation for most of their careers					
O24. I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore					

Thank you for participating in the research project. Kindly send your completed questionnaire to Belina Moshoeshoe via the following fax number or email address. **Fax: 086 608 8397,** Belina.moshoeshoe@kznpremier.gov.za **or** belina.moshoeshoe@gmail.com

APPENDIX B: CONSENT FORM

I _____ have been informed about the study entitled Leadership Styles and Employee Commitment by Ms. BM Moshoeshoe.

I understand the purpose and procedures of the study.

I have been given an opportunity to ask questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at 063 505 4500

If I have any questions or concerns about by rights as a study participant, or if I am concerned about an aspect of the study or the researchers, then I may contact the research supervisor or research office on the contact details indicated above.

_____

Signature of participant

_____

Date

APPENDIX C TABLE 1: CORRELATION MATRICES

	L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11	L12	L13	L14	L15	L16	L17	L18	L19	L20	L21
L1	1																				
L2	.316	1																			
L3	.612	.327	1																		
L4	.604	.334	.419	1																	
L5	.648	.369	.504	.746	1																
L6	.415	.291	.359	.627	.671	1															
L7	.449	.410	.515	.620	.639	.563	1														

Appendix B Table 1: Correlation Matrix for items used to measure leadership styles

88

L8	.511	.283	.414	.563	.629	.516	.550	1									
L9	.526	.224	.404	.573	.688	.682	.573	.617	1								
L10	.541	.356	.520	.525	.655	.593	.617	.691	.620	1							
L11	.373	.295	.486	.612	.621	.675	.673	.522	.579	.706	1						
L12	.325	.336	.436	.531	.590	.452	.528	.667	.517	.586	.595	1					
L13	.106	.193	.168	.286	.441	.344	.326	.501	.375	.382	.329	.519	1				
L14	.497	.379	.449	.633	.605	.618	.514	.461	.525	.462	.536	.409	.291	1			
L15	.435	.381	.338	.577	.590	.589	.450	.664	.479	.489	.495	.512	.436	.619	1		
L16	.264	.321	.227	.578	.462	.677	.439	.391	.435	.413	.482	.485	.413	.536	.611	1	
L17	.321	.203	.240	.613	.465	.499	.489	.511	.521	.435	.509	.607	.333	.564	.580	.619	1

L18	.314	.375	.182	.482	.497	.476	.364	.491	.443	.462	.358	.528	.612	.399	.574	.623	.473	1		
L19	.242	.221	.217	.238	.387	.416	.268	.439	.411	.420	.395	.303	.453	.360	.497	.388	.293	.459	1	
L20	.106	.359	.139	.142	.219	.209	.289	.306	.185	.270	.228	.239	.190	.086	.222	.289	.222	.211	.362	1
L21	.176	.139	.182	.390	.360	.281	.343	.402	.467	.405	.410	.419	.427	.382	.328	.414	.464	.390	.419	.260	1

APPENDIX B TABLE 2: CORRELATION MATRIX FOR ITEMS USED TO MEASURE EMPLOYEE COMMITMENT

Inter-Item Correlation Matrix

	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12	O13	O14	O15	O16	O17	O18	O19	O20	O21	O22	O23	O24
O1	1.00																							
O2	.451	1.00																						
O3	.255	.253	1.00																					
O4	-.063	.027	-.088	1.00																				
O5	-.299	-.056	-.182	.270	1.00																			
O6	-.136	-.004	-.176	.319	.739	1.00																		
O7	.396	.149	.034	-.221	-.250	-.019	1.00																	

O8	-.181	-.032	-.153	.206	.556	.286	-.330	1.00									
O9	.046	-.100	-.058	.027	.151	.180	.045	.133	1.00								
O10	.001	-.044	.049	-.155	-.027	-.152	.152	-.074	.144	1.00							
O11	.124	.093	.126	.032	.230	.002	-.165	.211	.064	.357	1.00						
O12	.046	.185	.103	.138	.120	.085	.125	.302	.074	-.061	.066	1.00					
O13	-.132	-.016	.007	.319	.315	.287	-.085	.235	-.058	.146	.315	.059	1.00				
O14	.098	-.083	.179	.061	.055	.173	.258	-.095	.102	.211	.018	.025	.282	1.00			
O15	.075	-.088	.084	-.029	.144	.067	.044	.006	-.062	.223	.340	-.188	.263	.230	1.00		
O16	.215	.080	.328	-.230	.057	-.065	.032	.054	-.119	.137	.212	.093	.005	.070	.399	1.00	
O17	.109	.111	.165	-.102	-.024	-.080	.182	-.005	-.042	.074	.128	.146	.034	.149	.227	.278	1.00

	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18	C19	C20	C21	C22	C23	C24
O18	-.188	-.220	-.115	-.075	.161	.227	-.077	.116	.174	.113	-.169	.029	-.023	.137	.043	-.097	-.260	1.00						
O19	.037	-.038	-.091	.149	.125	.210	.072	.103	.074	.076	-.047	.293	.138	.174	.227	.023	.230	.169	1.00					
O20	.474	.166	.418	-.180	.322	-.184	.378	-.148	-.007	-.059	.128	.283	-.203	.199	-.010	.323	.274	-.246	.017	1.00				
O21	.320	.186	.154	-.076	-.227	-.144	.161	-.083	-.131	-.002	.188	.197	-.179	.029	-.042	.178	.140	-.102	.033	.391	1.00			
O22	.373	.206	.236	-.080	-.121	-.129	.137	.109	.005	-.063	.281	.328	-.097	.070	-.083	.261	.303	-.244	-.034	.576	.458	1.00		
O23	.168	.026	-.039	.185	.055	.082	-.051	.234	.058	-.030	.320	.382	-.074	.060	-.047	.102	.214	-.151	.141	.334	.436	.450	1.00	
O24	-.063	-.023	.110	-.169	-.007	-.120	-.060	.148	-.054	.320	.308	.242	.129	-.016	.125	.259	.145	.056	.175	.111	.111	.273	.316	1.00

APPENDIX D: GATE KEEPERS LETTER

Premier

Department:
Office of the Premier
PROVINCE OF KWAZULU-NATAL

CHIEF DIRECTORATE:

Private Bag X9037, PIETERMARITZBURG, 3200
330 Langalibalele Street, Pietermaritzburg, 3201
033 264 2486 / 083 344 7258
e-mail: josephine.towani@kznpremier.gov.za

Youth Development

Mrs J Y Towani
File reference: External Bursaries

University of KwaZulu-Natal
School of Management, IT and Governance
College of Law and Management Studies
Pietermaritzburg Campus

08 May 2018

**REQUEST TO CONDUCT A RESEARCH IN THE OFFICE OF THE PREMIER ON THE
LEADERSHIP STYLES AND EMPLOYEE COMMITMENT – STUDENT NO: 214568813**

1. The above subject refers

2. This serves to confirm that Ms Moshoeshoe has been granted approval to conduct research in the Office of the Premier. The office will allow Ms Moshoeshoe to interview employees in the Office of the Premier and get access to non-confidential documents where necessary. Ms Moshoeshoe will be expected to do the following after the study has been approved by the University:

   a) Findings of the study to be presented to the Office of the Premier (EXCO) if required after it has been approved by the University.
   b) Findings will be used strictly for academic purposes
   c) Further approval should be requested to the Office of the Premier should Ms Moshoeshoe decide to publish the findings

Further, an agreement has been reached with Ms Moshoeshoe that the fifteen minutes survey will be conducted during her lunch hour.

Mr. SG Ngubane
Deputy Director General
Integrity Management & Institutional Development
Date: 08 05 2018

1

APPENDIX E: ETHICAL CLEARANCE

UNIVERSITY OF ™
KWAZULU-NATAL

INYUVESI
YAKWAZULU-NATALI

29 August 2018

Ms Belina Matseko Moshoeshoe (214568813)
School of Management, IT & Governance
Pietermaritzburg Campus

Dear Ms Moshoeshoe,

Protocol reference number: HSS/0977/018M
Project Title: Leadership style and employee commitment: A case study of the KZN Office of the Premier

Approval Notification – Expedited Application

In response to your application received 24 July 2018, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL.**

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

....
Dr Shamila Naidoo (Deputy Chair)

/ms

Cc Supervisor: Dr OE Okeke-Uzodike
Cc Academic Leader Research: Professor Isabel Martins
Cc School Administrator: Ms Jessica Chetty