

The impact of transformational and transactional leadership styles on selected job attitudes in a steel manufacturing organisation

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ABSTRACT

Leadership in the workplace can be viewed as a social influence process in which a manager/supervisor seeks voluntary participation of subordinates in an effort to achieve the company's objectives. Leadership styles applied by management play a significant role in improving or retarding the motivation of employees in the organisation.

The purpose of this research was to examine the impact of transformational and transactional leadership styles on selected job attitudes in a steel manufacturing organisation. The job attitudes considered for the study were the job satisfaction, work engagement and organisational citizenship behaviour of employees.

A questionnaire with a four-point Likert scale was used to collect data on transformational and transactional leadership styles and employees' job satisfaction, work engagement and organisational citizenship behaviour from 136 participants working in a selected steel manufacturing organisation.

The results showed that both transformational and transactional leadership styles are adopted by managers in the steel manufacturing organisation. The results also indicated that there is a strong positive relationship between the leadership styles, transformational and transactional, and job satisfaction among employees in a targeted steel manufacturing company. The results, however, indicated a very weak relationship between the leadership styles and other two job attitudes, work engagement and organisational citizenship behaviour.

The research results are very important for the higher management of the targeted steel manufacturing organisation to increase employees' job satisfaction, work engagement and organisational citizenship behaviour. This study comes to an end with recommendations, limitations and a brief conclusion.

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CHAPTER 1: PROBLEM STATEMENT, OBJECTIVES AND METHOD

TITLE: The impact of transformational and transactional leadership styles on selected job attitudes in a steel manufacturing organisation

KEYWORDS: Transformational leadership, transactional leadership, work engagement, organisational citizenship behaviour (OCB), job satisfaction, steel organisation, idealised influence, inspirational motivation, individualised consideration and intellectual stimulation

1.1 INTRODUCTION

The concept of leadership may differ from one person, or situation, to another. This concept has been used in various areas of human involvement such as in politics, businesses, academia, social work and others. (Obiwuru *et al*, 2011:100). In the workplace, leadership can be viewed as a social influence process in which a manager/supervisor seeks voluntary participation by subordinates in an effort to achieve the company objectives (Bhatti *et al*, 2012:192). Leadership styles applied by management therefore play a significant role in improving or retarding the motivation of employees in the organisation (Obiwuru *et al*, 2011:100).

An overview of the history of research into the topic of leadership reveals that leadership can be broadly categorised into a number of styles. The styles vary from the leadership styles described by the Lewin's model, which include autocratic, democratic/participative and liberal leadership style; to the leadership styles categorised by Rensis Likert, which include exploitative-authoritative, benevolent-authoritative, consultative and participative styles of leadership (Gonos & Gallo, 2013:157). Leadership styles also include, but are not limited to, transactional leadership, transformational leadership, laissez-faire and many others (Koech & Namusonge, 2012:2). This study, however, only focuses on transactional and transformational leadership.

Gonos and Gallo (2013:157) contend that it is important for any organisation nowadays to have management members that possess professional leadership for it to be effective and efficient. The above authors describe professional leadership as management activities that ensure that employees do what they have been hired to do in a way that fulfils business objectives, while on the other hand ensuring that employees achieve their satisfaction and

self-realisation. This means that managers need to have a more proper management approach that will benefit both the employees and the company.

An overview of the history of research also reveals that many studies have already been conducted that assess the impact of leadership styles (Saleem, 2014:563, Ahmad *et al* 2013:172, Ghurasriki 2015:3166, Ghafoor *et al*, 2011, Kesteren, 2010:3). Most of these studies were conducted outside South Africa and those focusing on the steel organisations in South Africa are difficult to find. The purpose of this study, therefore, was to investigate the type of leadership style adopted in the selected steel manufacturing organisation (between transactional and transformational leadership style) and to further assess the influence of the adopted leadership style on organisational citizenship behaviour, job satisfaction and work engagement of the employees in the selected steel organisation.

1.2 PROBLEM STATEMENT

A great deal of research has been conducted by previous academic researchers to assess the existence of a link between transactional and transformational leadership styles with organisational citizenship behaviour, job satisfaction and/or work engagement. Most of these studies were, however, not conducted in South Africa and those focusing on the steel organisations are not traceable. In as far as South Africa is concerned, and especially in the steel industry, a reasonable contribution regarding leadership styles, organisational citizenship behaviour and work engagement is still needed. *Due to this gap and insufficient information, this study tries to determine the significance of the relationship between leadership styles – transformational and transactional – and organisational citizenship behaviour, job satisfaction and work engagement of employees working in the selected steel organisation in South Africa and also shows the leadership style leaders are frequently using as perceived by the employees.*

1.3 LITERATURE REVIEW

1.3.1 Organisational citizenship behaviour (OCB)

Most successful and effectively competing organisations are those with employees engaged in organisational citizenship behaviour, which is characterised by their willingness to go an extra mile beyond just performing formal duties that they have been hired for (McShane & Von Glinow, 2010:17). Employees that possess OCB are normally considerate and meticulous in their work (Purnama, 2013:88). Organisational citizenship behaviour (OCB) is

highly related to job satisfaction, which is the individual's perceptions and evaluations of his/her role influenced by his/her needs, values and expectations (Buitendach & Rothmann, 2009:1). Employees satisfied with their jobs are most likely to help their co-worker, perform additional tasks for the benefit of the company without instructions, always comment positively about the company and have minimal complaints during the challenging times of the company (Nelson & Quick, 2000:119).

Employees with organisational citizenship behaviour also support the company's brand reputation, take disciplinary actions to assist the organisation to mitigate potential risks, offer business support ideas beyond those required for their own job, attend voluntary functions for the benefit of the organisation, and keep up with new developments in the organisation (Nelson & Quick, 2000:119). OCB is normally discretionary among employees, and therefore cannot be directly or explicitly monitored via a formal reward system and its vanishing among employees is not understood as punishable (Yaghoubi, 2013:3168).

1.3.2 Job satisfaction

Job satisfaction is "a general expression of workers' positive attitudes built up towards their jobs" (Man *et al*, 2011:8). It generally refers to the employee's contentment with his or her job (Danish *et al*, 2015:103). Ravari *et al*. (2012:95) perceive job satisfaction as a multi-dimensional concept that contains individual abilities, attitudes, beliefs and value systems. The above authors further argue that job satisfaction is most likely to prevail when employees have the characteristics of positive feelings and attitudes, commitment and responsibility. The research conducted by the Society of Human Resource Management (2012:12) revealed that some of the top contributors to job satisfaction among employees are: having the opportunity to use their skills and abilities at work beyond the position for which they were hired, fair rewards (compensation), a good relationship with the immediate supervisor and a good relationship between them and the company management at large. Heather and Roberta (2015:276) contend that a positive work environment also contributes positively to the job satisfaction of employees. It is therefore important for business leaders to create a favourable working environment for employees in order to maximise their job satisfaction levels (Raziq & Maulabakhsh, 2015:717). Job satisfaction is also influenced by management style and culture, employee involvement, empowerment and autonomous workgroups (Parvin & Kabir, 2011:113). Buitendach and Rothmann (2009:1) contend that job satisfaction on its own is a potential determinant of employee absenteeism, turnover, defined job performance and extra-

role behaviours. Above all, job satisfaction is merely a set of factors in the workplace that cause a feeling of satisfaction (Aziri, 2011:77).

1.3.3 Work engagement

Organisational citizenship behaviour is also well related to the theory of work engagement, which is defined by McShane and Von Glinow (2010:132) as “the employees emotional and cognitive motivation, self-efficacy to perform the job, perceived clarity of the organisation’s vision and his or her specific role in that vision, and the belief that he/she has the resources to get the job done”. According to McShane and Von Glinow (2010:133), employee work engagement is believed to improve organisational effectiveness. These authors further argue that organisations with engaged employees are still few. Work engaged employees are healthy and work proactively; they expand their own thinking and seek to advance their prospects by learning new ways of doing things and undertaking new challenges (Muilenburg-Trevino, 2009:2).

Bakker and Demerouti (2008:210) describe work engaged employees as those who are dedicated, creative, more productive and more willing to go an extra mile. According to Chughtai and Buckley (2008:63), a link exists between employees’ trust in their direct leader and work engagement. Bakker and Demerouti (2008:210) contend that work engagement is a state that includes employees’ vigour, dedication, and absorption into their jobs.

1.3.4 Leadership styles: Transactional and transformational

Among other existing leadership styles in the leadership theory, this study only focuses on two leadership styles: transformational and transactional leadership styles. These styles were selected for this research since they are believed to follow completely opposite leadership methods and also yield different results in terms of employee job attitudes when applied in the workplace (van der Vliert, 2006:42). Previous research has proven that while the success of any leadership style is dependent on the situational factors prevalent in the organisation (Koech & Namusonge, 2012:1), managers who apply the transformational leadership style yield strong and positive employee job attitudes and are normally more successful than those who apply the transactional leadership style (Saleem, 2014:563, Ahmad *et al.*, 2013:172, Ghrasriki 2015:3166, Ghafoor *et al.*, 2011, Kesteren, 2010:3). The study intends to detect whether these previous findings also apply to the targeted steel manufacturing organisation.

Transformational leadership

Transformational leadership is a style of leadership characterised by the transformation of employees and organisations in their needs, goals, standards and ethics (Rizi *et al.*, 2013:9). A transformational leader provides a sense of honesty and fairness that, in turn, creates a positive working environment and increases job satisfaction (Saleem, 2015:567). Rather than focusing on rewards and punishment, the transformational style of leadership in the workplace focuses on the intrinsic motivation of subordinates while concurrently developing them to achieve organisational goals (Omar & Hussin, 2013:348).

Transactional leadership

Transactional leadership can be understood as an exchange relationship between the leader and his subordinates (Paracha *et al.*, 2012:3). Where transactional leadership is applied, followers are expected to act according to the leader's instructions in order for them to be rewarded by the leader (Javed, 2014:43). This type of leadership style therefore focuses on rewarding and/or punishing employees, depending on the performance and behaviour (Omar & Hussin, 2013:348). While this exchange process normally results in a subordinate's compliance with the leader's instructions, in most cases it rarely generates interest and commitment to task objectives (Timothy *et al.*, 2011:104).

The study therefore assesses the influence of both leadership styles, transformational and transactional, on three selected job attitudes that are believed by the researcher to be the critical drivers of business success, namely organisational citizenship behaviour, job satisfaction and work engagement. The research results are very important for the executive management of the targeted steel manufacturing organisation to increase the levels of job satisfaction, work engagement and organisational citizenship behaviour among employees in their organisation.

1.3.5 Applicable model for the study

Based on the literature survey conducted relating to the topic, the following research framework was developed for the study.

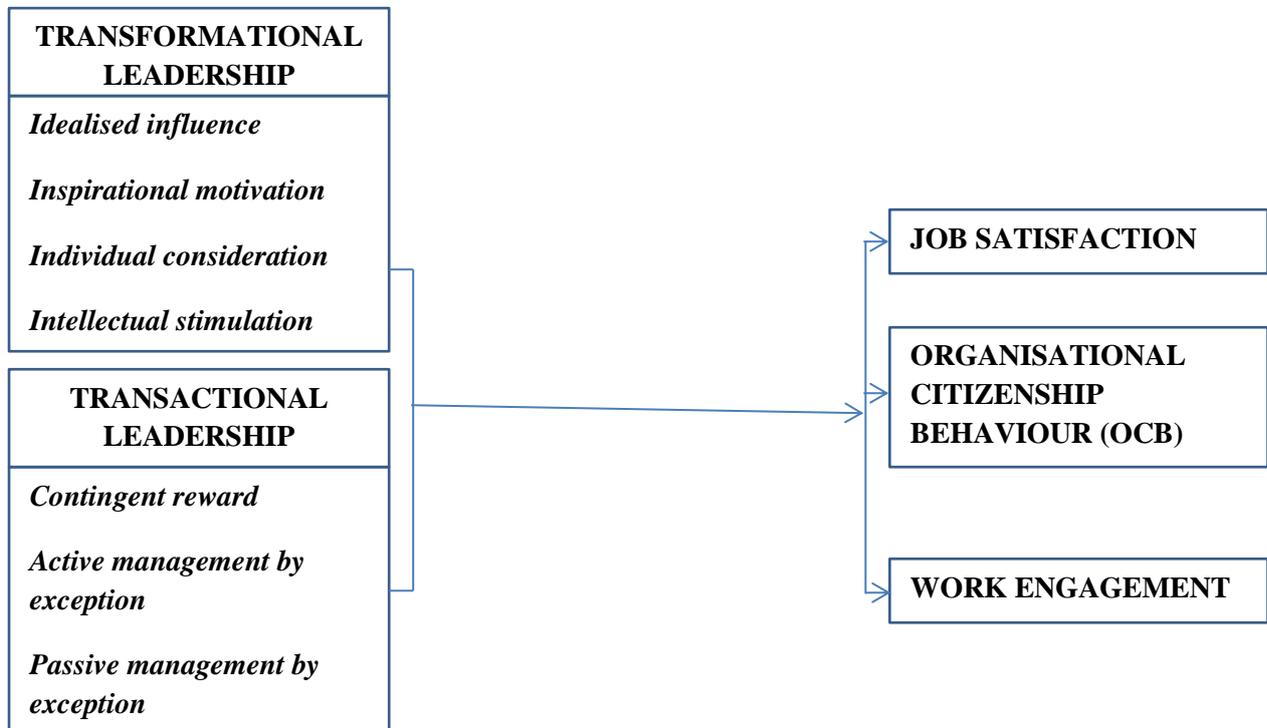


Figure 1.1: The developed research model linking transformational leadership and transactional leadership with selected job attitudes; job satisfaction, work engagement and OCB

1.4 RESEARCH QUESTIONS (RQ)

This research study was conducted to understand the relationship between transformational and transactional leadership styles with job satisfaction, work engagement and organisational citizenship behaviour and also to determine the leadership style that is most common in the selected steel manufacturing organisation. The main research questions for this study therefore were:

RQ₁: Which leadership style, transactional or transformational, have leaders in the selected steel manufacturing organisation adopted?

RQ₂: Which leadership style, transactional or transformational, has a significant positive relationship with the job satisfaction, work engagement and organisational citizenship behaviour of employees working in the selected steel manufacturing organisation?

1.5 RESEARCH OBJECTIVES

1.5.1 General objectives

The purpose of the study was to assess the impact of transformational and transactional leadership styles on selected job attitudes in a selected steel manufacturing organisation.

1.5.2 Specific objectives

The specific objectives of this research were:

- To determine the leadership style, transactional or transformational, that leaders have adopted in the selected steel manufacturing organisation.

- To determine whether the transactional or transformational style has a significant positive relationship with the job satisfaction, work engagement and organisational citizenship behaviour of employees working in the selected steel organisation.

1.5.3 Scope of the study

The scope of this study was extended to junior, middle and senior management employees (G to E level) in the targeted steel manufacturing organisation.

1.6 RESEARCH HYPOTHESES

H1: Transformational leadership style is adopted by leaders working in the selected steel organisation

H2: Transactional leadership style is adopted by leaders working in the selected steel organisation

H3: Transformational leadership has a strong positive relationship with the job satisfaction of employees working in the selected steel manufacturing organisation.

H4: Transactional leadership has a strong positive relationship with job satisfaction of employees working in the selected steel manufacturing organisation.

H5: Transformational leadership has a strong positive relationship with the work engagement of employees working in the selected steel manufacturing organisation.

H6: Transactional leadership has a strong positive relationship with the work engagement of employees working in the selected steel manufacturing organisation.

H7: Transformational leadership has a strong positive relationship with the organisational citizenship behaviour of employees working in the selected steel manufacturing organisation.

H8: Transactional leadership has a strong positive relationship with the organisational citizenship behaviour of employees working in the selected steel manufacturing organisation.

1.7 RESEARCH DESIGN

1.7.1 Research approach

This study followed a quantitative tradition. Research that is quantitative in nature bases its conclusions on a sample involving a large number of respondents (Anderson, 2006:3). A randomised cross-sectional survey design will be used to collect the data in order to accomplish the research objectives. The process of the cross-sectional survey design involves the collection of data from the entire population or a subset in order to answer research questions of interest such that the information gathered represents the situation at only one point in time (Olsen & Marie, 2004:7). Data in this type of study is collected by the use of measuring instruments or questionnaires (Olsen & Marie, 2004:7). The reason for using cross-sectional survey design was that it is relatively less expensive, takes up minimal time to conduct, can estimate the prevalence of outcomes of interest, as the sample is drawn from the entire population, and allows for the assessment of different variables (Levin, 2006:25).

1.7.2 Research method

1.7.2.1 Literature review

The literature review focused on gaining information on the following keywords/constructs: transactional leadership, transformational leadership, organisational citizenship behaviour (OCB), job satisfaction, and work engagement. A thorough literature review was conducted making use of different sources. The sources used include relevant textbooks, scientific and accredited articles available on the internet and other library resources such as databases. Databases that will be used include EBSCOhost, Google Scholar, ScienceDirect, Juta, Sabinet Reference, LexisNexis, Scopus, JSTOR, and SAE Publications.

1.7.2.2 Research participants and procedure

The target population for the study were employees in the management and skilled specialist positions in the junior and middle management level (G to E), where A represents the highest level position in the salary scale of the selected organisation. The total number of this target population was estimated to be 804 at the time of the research. The targeting of management and skilled specialist employees was not only based on their obvious ability to read and write, but also their trusted ability to apply systematic thinking when responding to the

questionnaire. The research made use of a combined random and stratified probability sampling method in order to allow for the adequate representation of the targeted population. The sample, however, had differences in biographical characteristics.

The initial steps for data collection involved sending a letter to the senior officials of the targeted organisation requesting authority to conduct the study, requesting participation of the employees in the research and, furthermore, detailing objectives and importance of the study.

The letter included informed consent and detailed motivation regarding the research. Confidentiality and anonymity of participants were guaranteed and participation in the study was voluntary. Hard copy paper-based questionnaires were used. Each respondent's hard copy questionnaire was put in an envelope to ensure confidentiality and also to make it easier to send it to the agreed location/box. Questionnaires were physically distributed to all respondents by the researcher; however, in some other cases, section managers offered to distribute to their subordinates on behalf of the researcher. The subordinates were, however, requested to drop the completed questionnaire in a sealed envelope into the agreed collection box. All information received from participants was treated confidentially and participants were free to withdraw at any stage. The results were analysed and feedback was promised to interested research participants.

1.7.2.3 Measuring instruments

Information obtained from the literature survey generated in the previous section was used to construct the research questionnaires. The measuring instrument included a section on biographical characteristics, which was used to collect participants' information such as the gender, age group, race, level of employment, duration of employment in the current position and the highest qualification obtained. Five additional sets of questionnaires were developed to assess the study variables: transactional leadership, transformational leadership, work engagement, job satisfaction, and organisational citizenship behaviour. A Likert scale was used for respondents to indicate their agreement or disagreement with the given statements. The coding of the Likert scale ranged from 1 to 4, with 1 indicating "strongly disagree" and 4 indicating "strongly agree".

1.7.3 Statistical analysis

Statistical analysis was conducted using the two software programs, SPSS program and PHStat2. These statistical tools were used to summarise and analyse data provided by respondents and to formulate general statements, recommendations and conclusions about the selected steel organisation in relation to the topic under study. The analysis involved the computation of statistical information including, but not limited to, means, variances, standard deviations, skewness, ranges, Cronbach's alpha coefficients and correlation coefficients. These statistical techniques were used with a purpose of answering the research questions.

1.7.4 Ethical considerations

Research ethics were also taken into consideration to ensure that the data collection process is undertaken ethically and fairly. It was also considered that a research proposal be submitted to the North-West University's Ethics Committee for verification of ethical compliance. Guided by Walliman (2011:47), the research included, but was not limited to, the following considerations:

- The research was carried out with honesty and integrity.
- The participation of respondents was voluntary and information provided was treated with confidentiality.
- The participants had a right to terminate their participation at any time during the process.
- The participation in the study was without any harm to the participants.
- Appropriate managers were first consulted for consent prior participation of employees.
- Respondents were asked for participation without raising any unrealistic expectations.
- The study was carried out without any use of deception or covert methods.

1.8 CHAPTER DIVISION

The section below illustrates the outline of the mini-dissertation.

Chapter 1: Nature and scope of the study

- Introduction
- Problem statement

- Objectives of the study
- Scope of the study
- Research methodology
- Limitations and layout of the study

Chapter 2:

- Introduction
 - Overview of the organisation
 - Causal factors to the study

- Literature survey
 - Leadership and leadership styles
 - Transformational leadership
 - Transactional leadership
 - Organisational citizenship behaviour
 - Job satisfaction
 - Work engagement
 - Applicable model for the study
 - Summary

Chapter 3: Empirical research

- Introduction
- Data collection from the targeted sample
- Results and discussion

Chapter 4:

- Introduction
- Conclusions
- Recommendations
- Recommendations for future research

References

Annexures

1.9 CHAPTER SUMMARY AND CONCLUSION

It is evident from the above discussion that leadership plays a pivotal role in influencing the attitudes of employees in the organisation. Business leaders have to be careful of the style of leadership style they adopt in the workplace in order to keep employees satisfied, engaged and motivated to deliver beyond expectations. Chapter 2 focuses in depth on literature on transformational and transactional leadership and also on the selected job attitudes; those are job satisfaction, work engagement and organisational citizenship behaviour of employees.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

Chapter 1 introduced the concept of leadership and leadership styles (transformational and transactional). It also introduced the three job attitudes selected for the study, namely; job satisfaction, work engagement and organisational citizenship behaviour. The problem statement, research methods and research objectives were also discussed. The previous chapter outlined the need for business leaders to adopt a leadership style that will create satisfaction and motivation among employees. Chapter 2 will review in depth all variables for the study: transformational and transactional leadership, job satisfaction, work engagement, and organisational citizenship behaviour. The chapter will further review results from previous studies on the relationship between transformational and transactional leadership styles and the three job attitudes: job satisfaction, work engagement and organisational citizenship behaviour.

2.2 LEADERSHIP AND LEADERSHIP STYLES

The literature of leadership started with the ancient theory of “Great Man”, which stated that leaders are always born and cannot be made, also perceiving men as the only capable gender in leadership, to the most recent theory that believes that individuals can be trained to become leaders depending on their specific behavioural patterns and traits (Javed, 2014:43). Leadership refers to the approaches adopted by managers/leaders in their everyday interaction with their subordinates (Belias & Koustelios, 2014:189). The success of any organisation nowadays depends on the leadership styles practised by leaders on subordinates, and consequently, leadership has a stronger effect on employees’ attitudes towards their jobs (Saleem, 2015:564). It is for this reason that organisations need both effective managers and employees to achieve their strategic goals (Rizi, 2013:7).

Leadership in the workplace can be viewed as a social influence process in which a manager/supervisor seeks voluntary participation of subordinates in an effort to achieve the company objectives (Bhatti *et al.*, 2012:192). Effective leadership is therefore a vehicle through which organisational efficiency can be achieved and customer expectations fulfilled. It provides direction to employees while also addressing their personal needs, commanding their loyalty towards achieving desired organisational goals (Ahmad *et al.*, 2014:1). Leadership styles applied by management therefore play a significant role in improving or retarding the motivation of employees in the organisation (Obiwuru *et al.*, 2011:100). While

organisational culture is known to have a huge influence on leadership styles, some leaders' application of their leadership styles depends on the situation or feeling at a given moment, while others stick to the same leadership style regardless of the situation (Belias & Koustelios, 2014:189). Riaz and Haider (2010:29) describe the responsibilities of the effective leader as those of developing and executing the strategic objectives of the organisation, which include the optimal acquisition, development and deployment of organisational resources in order to bring the best products and services to satisfy stakeholders. They further describe effective leaders as those with an ability to anticipate imminent possibilities and devise alternative strategies to deal with uncertainties.

There are different types of leadership styles, which include autocratic, bureaucratic, laissez-faire, charismatic, democratic, participative, situational, transactional and transformational, which can be applied by a leader/manager in the workplace (Gonos & Gallo, 2013:157). As mentioned in section 1.3.4 above, transformational and transactional leadership styles were the two styles selected for the study, since they are known to follow completely opposite leadership methods and also to have different influences on employee job attitudes when applied in the workplace (van der Vliert, 2006:42). Both leadership styles are discussed in detail in sections 2.2.1 and 2.2.2 below.

2.2.1 Transformational leadership theory

According to Doody and Doody (2011:1), one of the key success factors for most businesses nowadays is its ability to survive in the ever changing market environment, which calls for a more flexible, innovative and transformational type of leadership. These two researchers consider transformational leadership as the critical catalyst of organisational change. Transformational leaders play a pivotal role in developing the desirable vision/mission of the organisation, followed by the mobilisation and motivation of employees towards delivering on it (Sechudi, 2014:27).

Transformational leadership is believed to yield greater results in an organisation that encounter renewal and transformational needs as it creates an atmosphere conducive for the development of innovation and creativity (Thamrin, 2012:566). It motivates employees to perform beyond normal standards and achieve extraordinary results (Lin & Hsiao, 2014:171). The transformational style of leadership is characterised by the transformation of employees and organisations in their needs, goals, standards and ethics (Rizi *et al.*, 2013:9).

Transformational leaders provide a sense of honesty and fairness, which, in turn, creates a positive working environment and increases job satisfaction (Saleem, 2015:567).

Rather than focusing on rewarding and punishing, the transformational style of leadership in the workplace focuses on the intrinsic motivation of subordinates while concurrently, developing them to achieve organisational goals (Omar & Hussin, 2013:348). While it recognises the significance of rewards, transformational leadership also fulfils the emotional and intellectual needs of subordinates and further creates supportive environments where accountability is shared and the subordinates feel protected and free to take risks in activating their creativity and innovation (Doody & Doody, 2011:10). Transformational leadership is also characterised by the leader's proactiveness in ensuring the development of subordinates' capabilities, crafting of new strategic initiatives, arrangement of resources, provision of support to subordinates, and responding to organisational challenge (Sadeghi & Pihie, 2013:265). Generally, transformational leaders promote development and strategic thinking in the workplace while simultaneously demonstrating care for others without any discrimination on the basis of race, religion, skin colour, gender, age or social class (Javed, 2014:43).

According to Judge and Piccolo (2004:755), the theory of transformational and transactional leadership was introduced by Burns (1978) with a primary focus on political leadership. Further research into this topic by Bass and Avolio in 1994 resulted in the introduction of four critical dimensions of transformational leadership, namely *idealised influence*, *inspirational motivation*, *individualised consideration* and *intellectual stimulation* (Ahmad *et al.*, 2014:1).

These four dimensions are discussed in detail in the paragraphs below.

2.2.1.1 Idealised influence

Idealised influence is one of the four dimensions of transformational leadership. It is critical to the study as it assesses the level of influence that a manager has on his/her subordinates. Idealised influence means leading by example and becoming a role model to the subordinates while demonstrating willingness to make sacrifices for the benefit of the whole team (Ahmad *et al.*, 2014:1). In this dimension, subordinates assess their leader's strengths in terms of power, charisma, self-confidence, trust, consistency and his ability to influence them (Omar

& Hussin, 2013:348), leading to a state whereby a leader is considered, respected and trusted (Sang Long *et al.*, 2014:117). At this dimension, the leader influences his followers by evoking emotions (Troena *et al.*, 2014:3). Idealised influence also includes the leader's demonstration of professional moral standards, his discipline and his proper application of his power (Afshari *et al.*, 2012:165). It can therefore be viewed in two forms: the idealised influence *attribute* whereby leaders get trusted and respected, and idealised influence *behaviour* characterised by the leader's demonstration of excellent behaviour, making sacrifices for the gain of the entire work team (Sadeghi & Pihie, 2007).

The next section will focus on the inspirational motivation dimension of the transformational leadership style.

2.2.1.2 Inspirational motivation

The inspirational motivation was also important for the study to assess the level at which the manager is able to motivate his team. With inspirational motivation, the leader expresses to his subordinates a need to perform well and encourages them to put required efforts in order to achieve the mission and the objectives of the company (Omar & Hussin, 2013:348). It is in this dimension that the leader 'walks the talk' by demonstrating a character of leading by example, indirectly motivating his subordinates. He motivates his subordinates by accepting organisational challenges and responsibilities, distributing them evenly across while giving them motivation and support to deliver optimal results (Ahmad, 2014:16). The leader instils team spirit while exhibiting eagerness and optimism (Sang Long *et al.*, 2014:118). He demonstrates his capability to create a mutual understanding of unacceptable and acceptable actions while clarifying to his subordinates what goals are realistic to achieve and how they can be achieved (Mora & Ticlau, 2012:79).

(Sang Long *et al.*, 2014:118). The leader motivates and inspires those around him by demonstrating enthusiasm and optimism, involving subordinates in strategy formulation for the future, setting and communicating high expectations, and exhibiting commitment to the shared organisational objectives (Balyer, 2012:585).

The next section will focus on the individualised consideration dimension of transformational leadership style.

2.2.1.3 Individualised consideration

Idealised consideration was found important for the study to assess the level of a manager's care to his individual subordinates. With this dimension, a transformational leader pays attention to each individual employee's needs for fulfilment and development thereby assuming the responsibility of an advisor or mentor (Sang Long *et al.*, 2014:118). He generally exhibits an element of care for each team member while displaying a supportive role in times of the individual's personal challenges (Doody & Doody, 2011:1). Individual attention given by the leader to the subordinates makes them feel comfortable in the workplace and creates a fruitful working environment while stimulating them to achieve high motivation levels (Ahmad, 2014:5). As this two-way communication is stimulated, a leader becomes aware of each individual employee and his/her concerns and sees him/her as a person rather than an employee (Sang Long *et al.*, 2014:118). In this way, the leader displays respect and appreciation of each member's contribution, which then fulfils and improves each individual's need for self-fulfilment and self-esteem and in so doing motivates subordinates to further accomplishment and development (Odumeru & Ifeanyi, 2013:356). Gumusluoglu and Ilsev (2007:463) also contend that through individual consideration, a transformational leader offers recognition and encouragement to the employees, which, in turn, improves their focus levels and work performance.

The next section will focus on the intellectual stimulation dimension of transformational leadership style.

2.2.1.4 Intellectual stimulation

The intellectual stimulation dimension of transformational leadership was also important for the study to assess the level at which the manager is able to challenge his team to apply innovative thinking. With intellectual stimulation, a leader challenges the team members and stimulates a culture of creativity and innovation in them in order to deliver on the organisational mission and objectives (Odumeru & Ifeanyi, 2013:356). A leader develops subordinates' ability to apply reasoning behind every action, directing them to follow a logical approach in analysing problems, which helps them to become creative, critical and logical decision-makers (Ahmad, 2014:5). He encourages subordinates to question assumptions (Balyer, 2012:7) and maximise their cognisance about the existing organisational issues and guide them to view problems from a new perspective (Troena, 2014:3). Intellectual stimulation requires a leader's frankness without fear of criticism and his

ability to resolve organisational challenges in order to increase employee effectiveness (McCleskey, 2014:120).

In summary, it can therefore be concluded that with transformational leadership, a leader possesses an inspiring and charismatic personality, stimulating followers while also providing them with individualised consideration (Hanaysha *et al*, 2012:145). The above theory further indicates that a transformational leader needs to take time to pay attention to each subordinate, to understand his/her personal concerns and strive to address them in order to improve his satisfaction and motivation levels and, in turn, improve his/her performance levels in the workplace.

2.2.2 Transactional leadership theory

The above paragraph discussed transformational leadership and its four dimensions. In the following paragraphs, the concept of transactional leadership will be discussed. The dimensions/components of transactional leadership will also be discussed within the next section.

The word transaction is known to mean exchange, and therefore transactional leadership can be understood as an exchange relationship between the leader and his followers; in this case, subordinates (Paracha *et al*, 2012:3). In this leader-follower exchange relationship, followers are expected to act according to the leader's instructions in order for them to be rewarded by the leader (Javed, 2014:43). While this exchange process normally results in a subordinate's compliance with the leader's instructions, in most cases it rarely generates interest and commitment to task objectives (Timothy *et al.*, 2011:104). This style of leadership focuses strongly on the physical and security needs of employees (Koech & Namusonge, 2012:4).

There are three components of transactional leadership, namely contingent reward, active management by exception and passive management by exception (Koech & Namusonge, 2012:4). These three components will be discussed in the next paragraphs and the relevance to the study will also be indicated.

2.2.2.1 Contingent reward

The contingent reward component of transformational leadership was important for the study to assess the level at which the manager associates rewards with employee performance and

also to assess whether this component has any correlation with the selected job attitudes and their constructs.

The contingent reward component of transactional leadership involves the association of subordinates' performance with contingent rewards (Bass, 1997:1). It includes agreement between a leader and the subordinates on the desired organisational objectives, a contractual promise for reward based on agreed objectives, a clear explanation of steps to be taken to obtain the promised rewards, punishing unacceptable behaviour, applaud the achievement of desired objectives and delivering of promised rewards (Keskes, 2013:21).

2.2.2.2 Active management by exception (MBE-A)

The MBE-A component of transformational leadership was essential for the study to assess the manager's active involvement in the employees' activities and also to assess whether this component has any correlation with the selected job attitudes and their constructs.

This component of transactional leadership involves a process whereby a leader monitors subordinates' performance followed by the implementation of corrective actions, where necessary, to ensure the achievement of desired outcomes (Bass, 1997). At this stage, the leader only transacts with the subordinates when there are deviations from the agreed objectives, giving them feedback and requesting corrective actions (Keskes, 2013:21). While the subordinates execute the agreed objectives, the leader simultaneously tries to anticipate possible mistakes or problems and afterwards devises appropriate mitigation actions (Keskes, 2013:21).

2.2.2.3 Passive management by exception (MBE-P)

The MBE-P component of transformational leadership was also important for the study to assess the manager's passive involvement in the employees' activities and also to assess whether this component has any correlation with the selected job attitudes and their constructs.

The component of transactional leadership involves a leader's inability to provide required monitoring and support to the subordinates, leading to desired outcomes not being achieved (Bass, 1997). In this style of leadership, a leader waits passively until mistakes or problems happen, and only then corrects employees (Mesu, 2013:12).

2.2.3 Comparison between transformational and transactional leadership

Table 2.1 below exhibits the comparison between transformational and transactional leadership styles derived from the literature survey discussed in sections 2.2.1 and 2.2.2 above.

Transformational leadership	Transactional leadership
Management/leadership motivates subordinates to deliver on the company objectives.	Management/leadership connects subordinate efforts with rewards for company objectives to be achieved.
Manager motivates and stimulates subordinates to solve complex problems.	Manager motivates subordinates by setting targets linking them with rewards for achieving agreed targets.
Manager is proactive and directs the subordinates to focus on the future.	Manager only focuses on the day-to-day issues.
Manager leads through the application of idealised influence, individualised consideration, intellectual stimulation and inspirational motivation to motivate and inspire subordinates.	Manager leads through the application of incentives, rewards and punishment to direct/manage subordinates.
Manager strives for a bond with the subordinates to create conducive working atmosphere that allows them to deliver on the organisational objectives.	A manager uses his/her power to direct subordinates to deliver on the organisational objectives.

Table 2.1: *Comparison between transformational and transactional leadership styles*

The next discussion will focus on the three job attitudes selected for the study.

2.3 SELECTED JOB ATTITUDES: JOB SATISFACTION, WORK ENGAGEMENT AND ORGANISATIONAL CITIZENSHIP BEHAVIOR (OCB)

Section 2.2 above discussed the two independent variables for the study, namely transformational and transactional leadership styles. The next few paragraphs discuss in depth the three dependent variables of the study, namely, job satisfaction, organisational citizenship behaviour and work engagement. The three job attitudes were important for the study since they are believed by the researcher not only to be influenced by the leadership styles, but also to be the critical drivers of business success.

2.3.1 Job satisfaction

Leadership is considered as one of the most essential elements of employee job satisfaction as it broadly influences employee motivation and dedication (Rizi, 2013:8). Job satisfaction is “a general expression of workers’ positive attitudes built up towards their jobs” (Man *et al.*, 2011:8). It generally refers to the attitudes and feelings that people have about their job; with positive and favourable attitudes indicating job satisfaction (Funmilola, 2013:2). The internal organisational environment, which includes organisational climate, leadership styles and personnel relationships, has a significant influence on employee job satisfaction (Rizi, 2013:7).

The research conducted by the Society of Human Resource Management (2012:12) revealed that some of the top contributors to job satisfaction among employees are having the opportunity to use their skills and abilities at work beyond the position for which they were hired, fair rewards (compensation), a good relationship with the immediate supervisor and a good relationship between them and the company management at large. Job satisfaction is also influenced by management style and culture, employee involvement, empowerment and autonomous workgroups (Parvin & Kabir, 2011:113). Buitendach and Rothmann (2009:1) contend that job satisfaction on its own is a potential determinant of employee absenteeism, turnover, defined job performance and extra-role behaviours. The relationship between a person’s job expectations and his/her actual achievements directly has a direct impact on job satisfaction/dissatisfaction (Belias & Koustelios, 2014:34). Elnaga and Imran (2014:11) contend that satisfaction provided by a job is part of the total compensation that an employee receives and as a result employees with job satisfaction levels are often willing to settle for

lower wages. All in all, job satisfaction can be globally viewed as a set of factors in the workplace that cause a feeling of satisfaction (Aziri, 2011:77).

The section below discusses some of the models that are used to analyse the job satisfaction of employees in the organisation.

2.3.1.1 Models of job satisfaction

According to Mehndiratta and Tripatti (2012:4), there are five different models that can be used to analyse causes of job satisfaction, namely need fulfilment, discrepancies, value attainment, equity and disposition models. They describe these models as follows:

Need fulfilment: Models that view job satisfaction as an extent to which the characteristics of a job allow an employee to fulfil his/her needs. According to these models, unmet needs can have a direct negative impact on both job satisfaction and turnover.

Discrepancies: These models view satisfaction as a result of met expectations represented by the difference between an individual's expectations of a job compared to what he/she actually receives. If expectations become greater than the actual results, an individual will be dissatisfied. If an individual achieves the above expectations, he/she will be satisfied.

Value attainment: These models view satisfaction as a consequence of a perception that a job addresses an individual's important work values. The managers therefore need to structure the work environment, rewards and recognition such that they strengthen employee values, failing which, dissatisfaction levels may arise.

Equity: This model views satisfaction as a result of fairness. It means that satisfaction results from one's perception that employees are fairly compared with others based on efforts and deliverables, failing which, dissatisfaction levels rise.

Disposition: This model views satisfaction as a result of both personal traits and genetic factors. It means that one's personal traits and generic factors do contribute to his/her satisfaction levels.

The next discussion will focus on Herzberg's two-factor theory of job satisfaction.

2.3.1.2 Herzberg's two-factor theory

Herzberg two-factor theory was used in the study to paint a picture on some of the drivers of job satisfaction and to further analyse the drivers that influence employees working in the organisation under study.

The motivation-hygiene theory, also known as the two-factor theory, entails that job satisfaction is affected by two critical factors, namely motivators and hygiene issues (Herzberg *et al.*, 1959, cited from Belias & Koustelios, 2014:139).

Motivators, according to Herzberg *et al.* (1959), generate job satisfaction through the fulfilment of an individual's needs for personal growth and self-actualisation. These motivators include the job itself, responsibility, achievement, recognition and advancement.

Achievement

A feeling of achievement begins by placing employees in positions where they can showcase their talents while given adequate support to perform well in their roles. Achieving this feeling requires managers to set targets for their employees that are clear, measurable and achievable, followed by support and continuous feedback, positioning them for success (Dugguh & Dennis, 2014:12).

Work itself

This motivator involves making an employee understand the value of his/her job and how it fits in with the overall organisation (Dugguh & Dennis, 2014:12). It improves employee performance, effectiveness, success and productivity (Tutar *et al.*, 2011:6320). Tutar *et al.* (2011:6320) further contend that achievement motivation guides employees to two objectives. The first objective is the attainment and use of competence. The second objective is finding the current responsibilities and their benefits inadequate and then seeking and developing new opportunities. Employees with high achievement motivation normally like challenging threatening situations, take up responsibility, are hardworking and tackle difficult tasks (Ghafoor *et al.*, 2013:44).

Responsibility

Responsibility involves granting extra authority to employees in their activities such that they feel that they have acquired freedom and power to execute their jobs and produce expected

results (Dugguh & Dennis, 2014:12). This could, in some cases, include introducing complexities in their jobs to make it more challenging.

Recognition:

Recognition is defined by Alam *et al.* (2013:2) as “the identification or acknowledgement given for something”. It involves praising employees and demonstrating honour for excellent performance and behaviour (Dugguh & Dennis, 2014:12). Effective employee recognition increases an individual’s productivity and enhances satisfaction coming from his/her hard work and commitment (Atambo *et al.*, 2012: 98). This positive response by employees to appreciation, communicated through recognition of their superb performance, comes from the confirmation by employees that their efforts and deliverable are valued (Alam *et al.*, 2013:2).

Advancement:

Advancement involves the nomination of employees from their current role to a higher role in the organisation (Dugguh & Dennis, 2014:12). Advancements, also known as promotions, are motivators since they make employees feel valued, keep them engaged, and reward employees for their efforts and excellent performance through financial and other motivational benefits (Miller & Alfred, 2014:1).

Hygiene factors are, however, not motivating factors but can rather eliminate employee dissatisfaction if they are properly addressed. Hygiene factors include job security, physical working conditions, salary, supervision, institution policy, relationships with the others and additional benefits form the organisation (Belias & Koustelios, 2014:39). Therefore, motivators might be of no benefit if the hygiene factors are not given attention.

Job security:

Dugguh and Dennis (2014:12) define job security as freedom from threats of layoffs, discrimination, harassment and bullying. They further contend that a lack of job security hinders employees’ needs for high growth leading to them burned out and seeking opportunities elsewhere. Therefore, while job security is not a direct motivator, if it is not addressed, it can lead to employees not being happy about their jobs.

Physical working conditions:

Employees also like to feel proud about their area of work and therefore a poor working environment can significantly lead to employee dissatisfaction. To prevent job dissatisfaction, organisations need to consider improving the work conditions/environment by, among others, providing modern equipment and facilities, well-ventilated offices, well-spaced offices with quality furniture, a secured work place, as well as well-spaced and equipped mass rooms (Dugguh & Dennis, 2014:12)

Salary:

Previous research has proven that salary levels have very minimal influence on job satisfaction; they have, however, found a strong link between job satisfaction and employee ranks instead of salary (Al-Zoumbi, 2012:2). While it is accepted that salary is not a motivator, employees still need to be paid fairly, otherwise employees will be dissatisfied leading to a drop in performance (Dugguh & Dennis, 2014:12) .

Supervision:

This could involve the employees' perceptions of their direct supervisor, his ability to give them support and feedback, his leadership skills and the general relationship that they have with him. Should the perceptions of employees about their supervisor be negative, job dissatisfaction may arise.

Institution policy:

Policies and procedures of an organisation can also lead to job dissatisfaction if they are deemed by employees as unclear or unnecessary (Dugguh & Dennis, 2014:12). Policies therefore need to be reviewed periodically to ensure that they are well understood by employees and the information presented in them is relevant.

Relationship with co-workers:

The organisation needs to create a culture of harmony in the workplace to improve interpersonal relationships. Poor relationships with peers, subordinates or managers might eventually lead to job dissatisfaction.

Herzberg and his team further described motivators as intrinsic factors – the factors intrinsic to the nature and experience of doing work (Herzberg, 1959, cited from Perera *et al.*,

2014:97). The hygiene factors, on the other hand, were described as extrinsic factors, since they have no relationship with motivation, but rather dissatisfaction. According to Herzberg, the opposite of job satisfaction is not job dissatisfaction, but rather no satisfaction. The opposite of job dissatisfaction is also not job satisfaction, but no satisfaction (Herzberg, 2003:91, cited from Dugguh & Dennis, 2014:12). Rafique *et al.* (2014:1150), however, defined job satisfaction as the individual's constructive thoughts about his/her job and the work environment, while job dissatisfaction leads to unhappy thoughts. They describe it as "an effective and emotional response to various aspects of worker's job".

Researchers over the years have established five factors of job satisfaction, namely work, salary, promotion, supervision and co-workers (Luthans, 2005:212, cited from Sattar *et al.*, 2012:138). It can therefore be deduced that employees would have high satisfaction levels if they are happy with their jobs and the work environment, satisfied with the salary, have a potential for growth within the company, are satisfied with their supervisor and have good relationships with their co-workers. Mehndiratta and Tripatti (2012:4) contend that job satisfaction can have both negative and positive relationships with the employee's age in the workplace, but very minimal correlation exists between it and employee qualifications and experience.

The next few paragraphs discuss the second job attitude, namely work engagement.

2.3.2 Work engagement

Employee work engagement has lately become a very popular topic. The concept of employee engagement has similarities to and overlaps with the concepts of organisational citizenship behaviour and employee commitment (Markos & Sridevi, 2010:90). Employee work engagement can be closely understood as employee involvement, enthusiasm, absorption, passion, zeal, commitment, dedication and energy (Schaufeli, 2013:1). It can also be described as a level of the employees' voluntary effort and their preparedness to go beyond expectations for their company, and also a level of commitment that employees feel toward their organisation (McMullen, 2013:23).

Saks (2006), cited from Kular *et al.* (2012:4), contends that while there is a direct link between engagement and the person's attitude, engagement is not mainly an attitude but is the level to which an employee is focused to his/her job and absorbed in executing activities

expected by his/her role. He further argues that while it is easy to confuse organisational citizenship behaviour (OCB) with work engagement, it should be understood that while OCB involves an employee's voluntary behaviours and actions intended to assist co-workers and the organisation, work engagement focuses mainly on an employee's ability to execute activities formally expected by his/her role.

It should, however, be noted that once employees are engaged in their work they become committed to their organisations (Field & Beitendach, 2011:3). Once the employees become engaged and committed, they provide crucial competitive advantage to their organisations, including higher productivity and lower turnover (Vance, 2006:8). Erickson (2005:14) argued that engagement is beyond just employee satisfaction; instead, it is more about employees' passion, commitment and willingness in putting voluntary efforts to assist the employers to achieve their goal.

Schaufeli and Bakker (2001), cited from Xanthopoulou *et al.* (2012:3), describe work engagement as the positive, affective and emotional state of employee fulfilment characterised by vigour, dedication and absorption. As opposed to a present and particular state, Schaufeli and Bakker (2001) describe work engagement as a more persistent and pervasive affective-cognitive state that is without focus on any specific object, event, individual or behaviour. Schaufeli and Bakker (2001) provide the following definitions of the three contracts of work engagement:

Vigour refers to the employees' high degree of energy and resilience while executing their job. It also involves one's willingness to invest effort in your work together with your persistence in times of challenges and difficulties.

Dedication refers to employees' strong involvement in their work while simultaneously experiencing a sense of enthusiasm, significance, pride, inspiration and challenge.

Absorption refers to a state in which employees are fully concentrated and happily engrossed in their job. It is characterised by situations whereby time passes quickly and one has difficulties with separating oneself from work.

Lu *et al.* (2013:143) argue that engaged employees strive to up their skills and talents in the workplace in order to meet job requirements. They further argue that engaged employees are motivated to seek feedback from their direct reports (managers/supervisors) in order to excel in their duties eventually leading to their achievement of higher psychological and financial rewards. It should, however, be understood that job resources are a key driver of work engagement as they play both an intrinsic and extrinsic motivational role by fostering growth, learning, and development, while simultaneously assisting employees in achieving their work objectives (Bakker, 2011:266).

According to the SHRM Foundation (2014:1), there are three parts or stages of work engagement, namely the physical, emotional and cognitive stages. The *physical stage* is the first step of work engagement whereby employees put in high levels of efforts to complete their job. The *emotional stage* commences when employees start putting their hearts into their job, becoming strongly involved in their work, and feeling inspired and challenged. The *cognitive stage* is the highest stage of work engagement whereby employees unconsciously forget about everything else when executing their duty and become entirely engrossed in it. Although phrased differently, the stage theory is directly linked to the findings of Schaufeli and Bakker (2001) mentioned above.

Work engagement results from an effective two-way relationship between the employer and the employee and becomes a critical factor when decisions related to employee talent management and retention are taken by management (Markos & Sridevi, 2010:90).

The above theory on work engagement provides a clear understanding of the importance of employee work engagement in the workplace. It therefore raises a need for employers to strive to improve levels of work engagement in their organisations. Researchers have developed different concepts aimed at assisting employers to improve work engagement in their workplace.

McMullen *et al.* (2013:23) recommend eight strategies/steps that could be used by organisations to improve work engagement. The steps include:

- Making a business case for engaging employees
- Measuring engagement and taking action on survey results
- Making managers accountable for employee engagement

- Connecting people with the future
- Going beyond just compensation to a total reward mind set
- Including employees and managers in reward design launch
- Using engagement metrics in performance criteria
- Communicating the value of work engagement initiatives to the employees

The next few paragraphs discuss the third job attitude, namely organisational citizenship behaviour.

2.3.3 Organisational citizenship behaviour (OCB)

The concept of organisational citizenship behaviour was first introduced in the 1982 by DW Organ and TS Bateman and since then it has been seen commonly used in literature regarding management and organisational behaviour (Ozdem, 2012:48). The online dictionary (Dictionary.com) defines citizenship as “the state of being vested with rights, privileges, and duties of a citizen”. It further describes citizenship as “the character of an individual viewed as a member of the society; behaviour in terms of duties, obligations, and functions of a citizen”.

Organisational citizenship behaviour (OCB) therefore refers to employees’ discretionary efforts and behaviours towards the organisation that are not directly rewarded by the organisation but significantly improve its effectiveness (Vijayabanu *et al.*, 2014:185). Organ (1988:4) defines organisational citizenship behaviour as a state whereby an employee works beyond his normal responsibilities, standards and job descriptions determined by the organisation, making extra discretionary efforts not included in contractual agreements with the employer.

Most successful and effectively competing organisations are those with employees engaged in organisational citizenship behaviour, which is characterised by their willingness to go an extra mile beyond merely performing formal duties that they have been hired for (McShane & Von Glinow, 2010:17). Employees that possess organisational citizenship behaviour are normally considerate and meticulous in their work (Purnama, 2013:88). Organisational citizenship behaviour (OCB) is closely related to job satisfaction, which is the individual’s perceptions and evaluations of his/her role influenced by his/her needs, values and expectations (Buitendach & Rothmann, 2009:1). Employees satisfied with their jobs are most

likely to help their co-workers, perform additional tasks for the benefit of the company without instructions, always comment positively about the company and have minimal complaints during the challenging times of the company (Nelson & Quick, 2000:119).

Employees with organisational citizenship behaviour also support the company brand reputation, take disciplinary actions to assist the organisation to mitigate potential risks, offer business support ideas beyond those required for their own job, attend voluntary functions for the benefit of the organisation, and keep up with new developments in the organisation (Nelson & Quick, 2000:119). OCB is normally discretionary among employees and consequently cannot be directly or explicitly monitored via a formal reward system and its vanishing among employees is not understood as punishable (Yaghoubi, 2013:3168).

OCB has two major components; the first component is compliance, which indicates the willingness of employees to comply with the organisational rules, and the second component is altruism, which indicates the willingness of employees to discretionarily help others and the organisation (Organ & Ryan, 1995, cited from Hee Lee, 2013:55). Organ (1988:5) contends that organisational citizenship behaviour depends on responsibilities for being a civil citizen and can be classified into five dimensions, namely, altruism, conscientiousness, courtesy, civic virtue and sportsmanship. The interpretation of these five dimensions by Ozdem (2012:49) is provided below.

Altruism:

Altruism involves all discretionary behaviours aimed at assisting co-workers in the organisation, either in times of challenges or during the execution of their work. This could include assisting a new co-worker to adapt in the new working environment, assisting a co-worker while performing a challenging task, assisting a co-worker in utilising new equipment or even undertaking specific activities of a co-worker when he/she feels physically unwell.

Conscientiousness:

Conscientiousness includes behaviour and actions outside an employee's agreed responsibilities characterised by an employee's extra-discretionary efforts to contribute to the wellbeing of an organisation. It could include, but is not limited to, situations where an employee works unpaid overtime to assist the organisation, avoids taking needless breaks,

arrives early at work or leaves late to satisfy work demands, and attends intra-organisation meetings aimed at assisting or improving the organisation.

Courtesy:

Courtesy includes positive behaviours of employees characterised by constant interaction with one another during the execution of their activities and eventually get positively or negatively affected by the results of duties and decisions taken as a collective. It could include the continuous sharing of information related to the job at hand among each other, the collective analysis of decisions that could affect them, and sharing opinions in order to properly execute the tasks.

Civic virtue:

Civic virtue includes the employees' responsible and logical involvement in the political activities of the organisation through constructive intervention. It could include employees' focus in observing possible threats and opportunities for the organisation, involvement in activities intended to improve the reputation of the organisation and following and involving themselves in changes driven by the organisation.

Sportsmanship:

Sportsmanship includes an employee's actions of avoiding being involved in negative behaviours that might affect co-workers and possibly result in tension among them. It also includes maintaining a positive mood and attitude while executing their duty even in challenging times. It means being resilient towards stressful challenges and difficulties related to a job, avoiding complaining about co-workers, maintaining positive attitudes even in difficult situations.

The next section will focus on the findings from previous research on the relationships between the leadership styles and the three employee job attitudes (job satisfaction, work engagement and the organisational citizenship behaviour).

2.4 RELATIONSHIPS BETWEEN LEADERSHIP STYLES AND THE SELECTED EMPLOYEE JOB ATTITUDES

The concepts of transformational and transactional leadership, work engagement, job satisfaction and organisational citizenship behaviour were discussed in sections 2.2 and 2.3

above. In the following section, previous research findings on the relationships between leadership styles (transformational and transactional) and the job satisfaction, work engagement and organisational citizenship behaviour of employees are discussed. This section was important for the study to compare the findings from this research with the findings from the past research.

The next few paragraphs discuss the relationship between the leadership styles (transformational and transactional) and job satisfaction.

2.4.1 Leadership styles and job satisfaction

Although there are many other factors that influence job satisfaction, including but not limited to, working conditions, supervision, the work itself, administration and policies, interpersonal relationships, and recognition and empowerment, the quality of the relationship between an employee and a leader has a significant impact on job satisfaction (Castillo & Cano, 2004, cited from Javed *et al.*, 2014:44). A study conducted by Saleem (2014:563) in Pakistan found that transformational leadership has a positive impact on job satisfaction; however, the transactional leadership style has a negative impact on job satisfaction. The study further proved that transformational leaders can induce psychological states of members through their inspiring and motivating behaviour while, on the other hand, transactional leaders are much more concerned with accomplishing organisational objectives with less concern about motivating employees.

A study conducted by Hanaysha *et al.* (2012) in Malaysian universities aimed at exploring the effect of transformational leadership characteristics on followers' job satisfaction revealed that individualised consideration has a positive relation with job satisfaction, while individualised consideration has a negative relation. They did not find any relation between the leader's charisma and job satisfaction. Javed *et al.* (2014:41) also conducted a study assessing the relationship between leadership styles with job satisfaction among employees in the banking sector of Pakistan. Their findings also showed a significant relationship between the transactional leadership style and employees' job satisfaction. The other study performed by Ahmad *et al.* (2013:172), which also investigated the influence of leadership styles on job satisfaction among nurses in Malaysia, also showed that the transformational leadership style has a strong contribution towards job satisfaction compared to transactional leadership styles. These findings relate closely to most of the findings discussed above. There was

unfortunately no study found that assesses the relationship between transformational and transactional leadership styles with job satisfaction focusing on the steel organisation.

The next few paragraphs discuss the relationship between the leadership styles (transformational and transactional) and organisational citizenship behaviour.

2.4.2 Leadership styles and organisational citizenship behaviour

The study conducted by Ghrasriki (2015:3166) in Iran, aimed at assessing the relationship between leadership style and employees' citizenship behaviour in the West Aserbaijan's Department of Health Insurance, revealed that there is a significant relationship between the transactional leadership style and employees' organisational citizenship behaviour (OCB). Another study conducted in Malaysia by Lian and Tui (2012:59), analysing the effect of leadership styles on subordinates' OCB, revealed that transformational leadership style has a significant positive relationship with subordinates' organisational citizenship behaviour. A study conducted by Krishan and Arora (2008:1) also confirmed a positive relationship between transformational leadership and organisational citizenship behaviour.

Once again, there was unfortunately no study found that assesses the relationship between transformational and transactional leadership styles with organisational citizenship behaviour focusing on the steel industry.

The next few paragraphs discuss the relationship between the leadership styles (transformational and transactional) and work engagement.

2.4.3 Leadership styles and work engagement

Raja (2012:1) conducted a study in Pakistan exploring the relationship between transformational leadership and work engagement in the service sector. This study revealed that when all four aspects of transformational leadership are practised by a manager, which include inspirational motivation, idealised influence, individual consideration and intellectual stimulation, a higher employee work engagement is achieved. This means that employees feel more dedicated, exercise more ownership towards their work and experience higher work absorption levels. He further found that employee self-efficacy, self-esteem and perceptions of fairness also have a significant impact on subordinates' work engagement and other dimensions of transformational leadership. In his study, only employees with self-esteem and

self-efficacy levels and with positive perceptions of fairness demonstrated high work engagement when experiencing inspirational motivation, individualised consideration and idealised influence.

Another study by Tims, Bakker and Xanthopoulou (2011:2) conducted in the Netherlands also proved a positive relationship between transformational leadership and work engagement. These findings were also supported by Ghafoor *et al*, (2011:1), which also indicated a significant relationship between transformational leadership and employee engagement practices.

On the other hand, the study conducted by Pipitvej (2014:1), assessing the impact of leadership style on work engagement of Generation Y in Thailand, revealed that only the contingent-reward component of transactional leadership has a positive impact on the employee's work engagement. Kesteren (2010:3) in his study, however, found that no relationship exists between transactional leadership and employee work engagement. It further found that leaders who focus on long-term purposes and higher order intrinsic needs through creating intellectually stimulating and inspiring followers are most likely to heighten employee work engagement. There was also no study found that assesses the relationship between transformational and transactional leadership styles with work engagement focusing on the steel industry.

2.5 CHAPTER CONCLUSION

Chapter 2 discussed the variables of the study within the organisational context. The relevance of each of these variables to the study was also explained. The concept of transformational leadership was discussed and its constructs (idealised influence, individualised consideration, intellectual stimulation and inspirational motivation) were also explained and placed within context. The concept of transactional leadership was also discussed and its components/constructs (contingent rewards, active management by exception and passive management by exception) were also explained and placed within context. The chapter further discussed the three job attitudes selected for the study, namely job satisfaction, work engagement and organisational citizenship behaviour. Their constructs were also explained in detail.

The specific literature objective, to conceptualise and define the study variables, has been achieved.

Chapter 3 will discuss the empirical research.

CHAPTER 3: EMPIRICAL RESEARCH

3.1 INTRODUCTION

In the previous chapter, the literature study was undertaken focusing on the definition and conceptualisation of transformational and transactional leadership styles as well as on the other fundamental constructs of the study, namely work engagement, job satisfaction and organisational citizenship behaviour.

In this chapter, the research process and the empirical research are discussed. The contents of the chapter therefore include general objectives, specific objectives, data collection, statistical analysis, results and conclusions.

3.2 RESEARCH OBJECTIVES

3.2.1 Research objectives

The purpose of the study was to assess the impact of transformational and transactional leadership styles on selected job attitudes in a selected steel manufacturing organisation.

3.2.2 Specific empirical objectives

The specific objectives of this research are:

- To determine the leadership style, transactional or transformational, that leaders have adopted in the selected steel organisation.

- To determine whether transactional or transformational leadership styles have a significant positive relationship with the job satisfaction, work engagement and organisational citizenship behaviour of employees working in the selected steel organisation.

3.3 DATA DESIGN

The study follows a pattern of a quantitative research, and therefore bases its conclusions on a sample involving a large number of respondents (Anderson, 2006:3). A randomised cross-sectional survey design was used to collect the data in order to accomplish the research objectives. The process for the cross-sectional survey design involved the collection of data from the entire population in order to answer research questions of interest, such that the

information gathered represents the situation at only one point in time (Olsen & Marie, 2004:7).

3.4 DATA COLLECTION

3.4.1 Research procedure

The measuring instrument was compiled and consisted of five sections. A letter was written and sent to senior officials in the selected company requesting permission to perform the study. The human resource department provided the overall number and a list of employees falling within the targeted population.

The ethical aspects applicable to the research were discussed with each research participant. Each respondent's hard copy questionnaire was put in an envelope to ensure confidentiality and also to make it easier to send it to the agreed location/box. Questionnaires were physically distributed to all respondents by the researcher; however, in some other cases, section managers offered to distribute to their subordinates on behalf of the researcher. The subordinates were, however, requested to put the completed questionnaire in a sealed envelope into the agreed collection box. All information received from participants was treated confidentially and participants were free to withdraw at any stage. The results were analysed and feedback was promised to interested research participants.

3.4.2 Measuring instrument

Information obtained from the literature survey generated in previous section was used to construct the research questionnaires. Excluding the biographical section, all other five sections make use of a four-point Likert scale for the respondents to indicate whether they agree or disagree with the given statements.

The questionnaire was divided into six sections (See **Annexure A**):

- ❖ **Biographical section:** This section requested biographical information of participants. Requested information included the gender, age group, race, level of employment, duration of employment in the current position and the highest qualification obtained.
- ❖ **Section A:** This section consisted of 22 questions aimed at detecting the prevalence of four constructs of transformational leadership. Questions A1 to A7 were aimed at

detecting the prevalence of *idealised influence*, A8 to A11 – *inspirational motivation*, A12 to A16 – *intellectual stimulation*, and A17 to A22 – *individual consideration*.

- ❖ **Section B:** This section comprised 14 questions intended to detect the prevalence of three constructs of transactional leadership. Questions B1 to B5 aimed to measure the manager's dependence on *Contingent Rewards*, B6 to B10 aimed at measuring *Management-by-Exception – Active*, B11 to B14 aimed at measuring *Management-by-Exception – Passive*.
- ❖ **Section C:** This section comprised 18 statements aimed at measuring job satisfaction of respondents in relation to the leadership style applied by their managers (transformational/transactional).
- ❖ **Section D:** The section comprised nine questions aimed at measuring the prevalence of the three constructs of work engagement. Questions D1 to D3 were aimed at measuring the existence of *vigour*, D4 to D5 were aimed at measuring employee *dedication* and, D5 to D9 were aimed at measuring employee *absorption*.
- ❖ **Section E:** This section comprised eight questions aimed at measuring the prevalence of the five constructs of organisational citizenship behaviour (OCB). Question A1 measured *altruism*, E2 and E3 measured *conscientiousness*, E4a and E4b measured *courtesy*, E5 and E6 measured *civic virtue*, and E7 to E8 measured *sportsmanship*.

3.4.3 Ethical considerations

A letter was written to the selected organisation requesting authorisation to conduct the research and to approach the company employees for the completion of research questionnaires. Authorisation was granted by the head of human resources and the general manager of business operations. The intended research method was also reviewed by the Research Ethics Committee of the North-West University. All questionnaires were distributed in envelopes and participants were requested to seal the envelopes when they return questionnaires in order to eliminate a risk of confidentiality loss. In order to guarantee the anonymity of respondents, the names of participants or any form of identification were not required. This was also done to encourage respondents to complete all questionnaires with honesty. Questionnaires were sent to the North-West University Statistics Department

for data capturing and analysis to ensure that all questionnaires are analysed instantaneously and the research information is not tampered with.

3.4.4 Research population

The target population for the study were employees in the management and skilled specialist positions in the junior and middle management level (G to E), where A represents the highest level position in the salary scale of the selected organisation. The total number of this target population was estimated to be 804 at the time of the research.

3.4.5 The research sample

The sample was stratified based on company department and employee level. A stratified random sample was taken (N=262). A total of 262 questionnaires (hard copies) were physically distributed to target employees. A total of 138 individuals completed and returned the questionnaires. Two of the returned questionnaires had incomplete biographical information and were not included in the analysis. Only 136 questionnaires were analysed for the purpose of this research.

3.5 DESCRIPTION OF DEMOGRAPHIC DATA

In this section the distribution of demographic data is discussed in terms of gender, age group, race, level of employment, duration of employment in current position, and highest qualification obtained.

3.5.1 Gender distribution

The pie chart exhibited in Figure 3.1 below shows the percentage distribution between male and female participants. Among the employees who participated in the research, 24% were females and 76% were males.

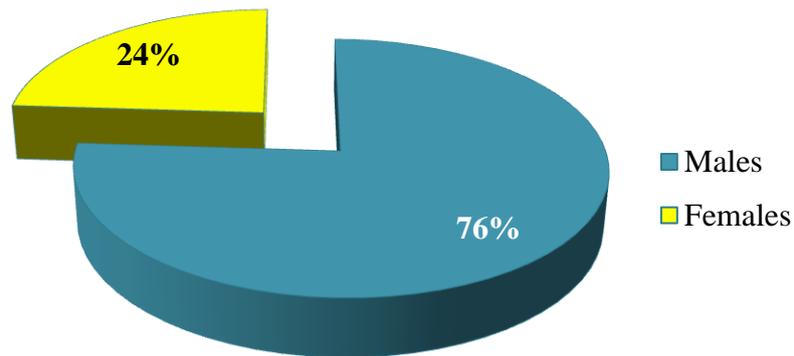


Figure 3.1: *Gender distribution of participants*

3.5.2 Age distribution

The bar chart in Figure 3.2 below shows the age distribution of participants. Only 2.2% of the respondents were younger than 20 years, while only 0.7% were above 60 years. Approximately 27.2% ranged between 21 and 30 years and 30.2% ranged between 41 and 59 years. The majority of the participants ranged between 31 years and 40 years, representing approximately 39.7% of the sample.

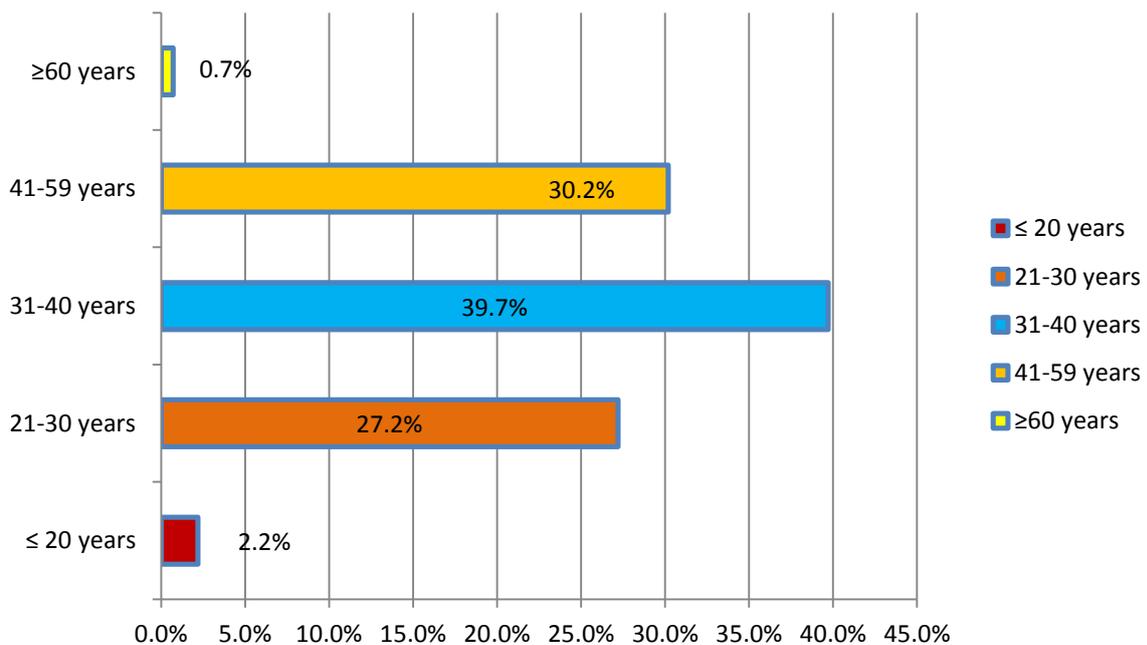


Figure 3.2: *Age distribution of participants*

3.5.3 Race distribution

Black	White	Coloured	Indian	Other
45.2%	50.2%	1.5%	3.0%	0%

Table 3.1: *Race distribution of participants*

Table 3.1 above shows the distribution of respondents by race. Only 1.5% of the respondents represented the coloured race, and 3.0% were Indian. The majority of the participants were black employees (45.2%) and white employees (50.2%).

3.5.4 Job level of participants

The chart in Figure 3.3 below exhibits the distribution of respondents by job level/ranking. The study strictly targeted employees who are only at G, F and E level, and who could either be specialist or managers. All employees above and below the G-E scale were not involved in the study. Only 5.9% of the employees were E role managers; G role and F role managers were 11.1% and 11.9%, respectively. The majority of respondents were E, F and G role specialists, representing approximately 71.1% of the sample.

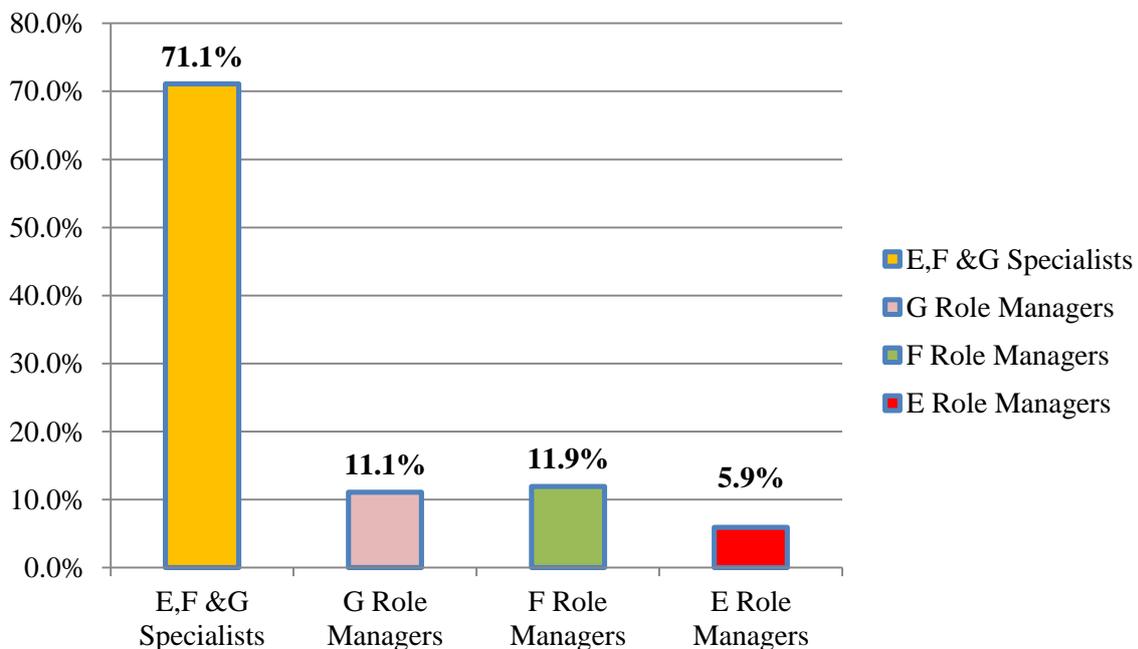


Figure 3.3: *Job level distribution of participants*

3.5.5 Duration of employment in current positions

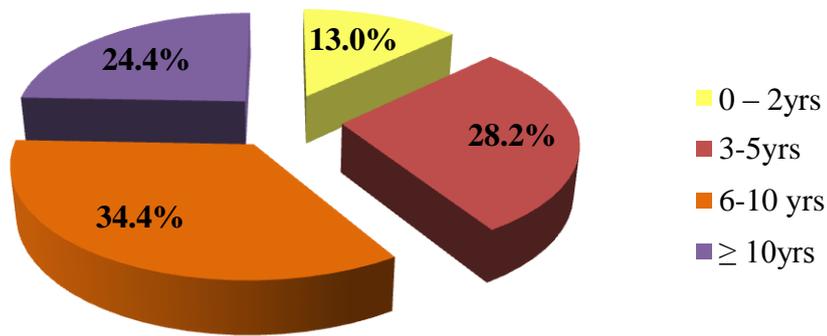


Figure 3.4: *Participants' duration of employment in current positions*

The pie chart above in Figure 3.4 shows the participants' duration of employment in current positions varying from less than one year to more than 10 years. Most of the respondents, 34.4%, have been in their current position between six and 10.

3.5.6 Highest Qualifications

Table 3.2 below illustrates the distribution of the participants by their highest qualifications, ranging from below matric to post-graduate qualifications. Approximately 1.5% of participants were below matric, 6.6% with matric and 9.5% with post-graduate qualifications. The majority of the sample had either a diploma/degree certificate, representing 82.4% of the sample.

Highest qualification	Percentage
Below matric	1.5%
Matric	6.6%
Diploma/degree	82.4%
Post-graduate	9.5%

Table 3.2: *Participant's distribution by highest qualification*

3.5.7 Reliability

Reliability is the extent to which the research results are consistent and dependable (Neuman, 2007:119). It much more relates with the credibility of the research findings (Welman *et al.*, 2011:145). The Cronbach alpha coefficient was used to determine the reliability of each of the items of the questionnaire used in this research. The Cronbach alpha coefficient was developed by Lee Cronbach in 1951 to measure the internal consistency of the questionnaire scale (Takavol & Dennick, 2011:53). Alpha is expressed as a figure between 0 and 1, with its acceptable values ranging from 0.70 to 0.95 (Takavol & Dennick, 2011:54).

3.5.8 Arithmetic mean

The description of the results was conducted with arithmetic means. Arithmetic mean describes the centre or representative value of a data group (Marnich, 2008:6). According to Shaughnessy, Zechmeister and Zechmeister (2012:125), an arithmetic mean is an important summary measure of the performance the entire data group.

3.5.9 Correlations

To determine the relationship between the variables, Pearson correlations were used. According to Steyn (1999:22), the following are the threshold values for effect of correlations between variables.

$r = 0.1$ (small correlations effect)

$r = 0.3$ (medium correlation effect)

$r = 0.5$ (large correlation effect)

3.6 RESEARCH RESULTS

All five study variables, namely transformational leadership, transactional leadership, job satisfaction, work engagement and organisational citizenship behaviour were measured. All five are measured using a four-point Likert scale with 1=strongly disagree and 4=strongly agree.

Variable	Constructs	Cronbach alpha	Average mean	Standard deviation
<i>Transformational leadership</i>	Idealised influence	0.903	2.79	0.748
	Inspirational motivation	0.854	2.90	0.744
	Intellectual stimulation	0.858	2.87	0.710

	Individual consideration	0.830	2.75	0.782
	Overall Cronbach alpha	0.861	2.83	0.746
Transactional leadership	Contingent reward	0.680	2.71	0.727
	Management-by-exception-active (<i>MBEA</i>)	0.638	2.74	0.651
	Management-by-exception-passive (<i>MBEP</i>)	0.759	2.44	0.834
	Overall Cronbach alpha	0.692	2.63	0.737
Job satisfaction	Overall Cronbach alpha	0.812	2.79	0.769
Work engagement	Vigour	0.311	2.91	0.638
	Dedication	0.625	3.31	0.561
	Absorption	0.716	2.89	0.757
	Overall Cronbach alpha (excluding vigour)	0.671	3.04	0.652
Organisational citizenship behaviour	Altruism		3.28	0.554
	Conscientiousness	0.578	3.11	0.664
	Courtesy	0.712	3.37	0.521
	Civic virtue	0.494	3.10	0.612
	Sportsmanship	0.311	3.22	0.540
	Overall Cronbach alpha	0.619	3.20	0.584

Table 3.3: A summary of Cronbach alpha, average mean and standard deviation

The Table 3.3 above shows a summary of Cronbach alpha, the mean and the standard deviation figures.

3.6.1 Transformational leadership questionnaire

The prevalence of transformational leadership in the selected organisation was measured using its four constructs discussed in section 2.2.1. The constructs included idealised influence, inspirational motivation, intellectual stimulation and individual consideration. All four constructs obtained a very high value of Cronbach alpha; *idealised influence* (0.903), *inspirational motivation* (0.854), *intellectual stimulation* (0.858) and *individualised consideration* (0.830). All constructs obtained above the minimum acceptable value of Cronbach alpha, namely 0.75. The average Cronbach alpha of 0.861 was obtained for *transformational leadership*. These results indicate that the scale used to measure transformational leadership was very reliable.

The average means for sample questionnaire items relating to idealised influence were (2.79), inspirational motivation (2.90), intellectual stimulation (2.87) and individualised consideration (2.75). The average mean of 2.83 was obtained for the overall items of the transformational leadership questionnaire. These results indicate agreement for the prevalence of transformational leadership.

3.6.2 Transactional leadership questionnaire

The prevalence of transactional leadership was measured using its three constructs as discussed in section 2.2.2. The constructs included contingent rewards, management-by-exception active and management-by-exception passive. During the analysis, two items that were originally negatively phrased were recoded to ensure that they do not affect the reliability analysis. The items included item B5 “My manager punishes me for not achieving targets” and B14 “My manager can anticipate problems and guide me before they occur”. The re-coding of these items resulted in scores being reversed with 3 of the Likert scale meaning a positive result instead of the negative result.

The two constructs obtained moderate values of the reliability coefficient, namely the use of contingent rewards obtained (0.680) and active management-by-exception (0.638). While these values are slightly below the minimum acceptable value of Cronbach alpha (0.7), they are not too low to be discarded. Passive management-by-exception individually obtained an acceptable value of 0.759. Combining the three constructs, the average Cronbach alpha of 0.692 was obtained for *transactional leadership*. While this value is also slightly lower than the acceptable value of 0.7, it is also not too low to be discarded. Overall, with these results, it can still be concluded that the scale used to measure transactional leadership was reliable.

The average means for sample questionnaire items relating to contingent rewards were (2.71), active management-by-exception (2.74), and passive management by exception (2.44). An average mean of 2.63 was obtained for the overall items of the transactional leadership questionnaire. These results also indicate agreement for the prevalence of transactional leadership.

Comparing these results with 3.7.1 above, which shows an overall average mean of 2.83 for transformational leadership, it can be concluded that there is almost a fair balance between transformational and transactional leadership in the selected organisation with transformational leadership having slightly more dominance.

3.6.3 Job satisfaction questionnaire.

The influence of leadership style on job satisfaction was measured using 18 items. During the analysis, three of these items that were originally negatively phrased were recoded to ensure that they do not affect the reliability analysis. The items included item C14 “I am concerned that I might lose my job” and C16 “My relationship with my manager is sour” and C17 “I consider leaving the company”. The re-coding of these items resulted in scores being reversed with 3 of the Likert scale meaning a positive result instead of the negative result.

An overall reliability coefficient of 0.812 was obtained. This value is far above the minimum acceptable value of 0.70 for Cronbach alpha, which indicates that the scale was very reliable. The average mean for all 18 items was 2.79, which gives a fair indication of the prevalence of job satisfaction influenced by the leadership style.

3.6.4 Work engagement questionnaire

The prevalence of work engagement was measured using its three constructs as discussed in section 2.3.2. The constructs included vigour, dedication and absorption. During the analysis, one item that was originally negatively phrased was re-coded to ensure that it does not affect the reliability analysis. This item is D2 “I find it difficult to endure the painful parts of my job”. The re-coding of this item resulted in its scores being reversed with 3 of the Likert scale meaning a positive result instead of the negative result.

Vigour obtained a very low value for the reliability coefficient of 0.311. This result indicates that the scale used to measure vigour was not reliable, and as a result it was not included in the analysis. Dedication, however, obtained a Cronbach alpha coefficient of 0.625, while absorption obtained 0.716. While the reliability coefficient for dedication is slightly lower than the minimum acceptable value of 0.70, it is not too low to be discarded. The reliability coefficient for absorption was above 0.70, which indicates that the scale used was reliable.

Combining the coefficients for dedication and absorption, an average Cronbach alpha of 0.671 was obtained for work engagement. While this value is also lower than the acceptable value of 0.7, it is also not too low to be discarded. Overall, with these results, it can still be concluded that the scale used to measure the level of work engagement among the employees in the selected steel manufacturing organisation was reliable.

The average means for sample questionnaire items relating to vigour were (2.91) dedication (3.31) and absorption (2.89). The average mean of 3.04 was obtained for the overall items of the work engagement questionnaire. These results also indicate a very high prevalence of work engagement among the employees of the selected steel organisation.

3.6.5 Organisational citizenship behaviour (OCB) questionnaire

The level of organisational citizenship behaviour in the organisation under study was measured using its five constructs as discussed in section 2.3.3. The constructs for OCB are altruism, conscientiousness, courtesy, civic virtue and sportsmanship.

Only one item was used to measure altruism. Conscientiousness obtained a low value for the reliability coefficient of 0.578. While the reliability value is lower than minimum, it is not too low to be discarded. The result was therefore included for analysis. Courtesy, however, obtained the highest Cronbach alpha coefficient of 0.712, while civic virtue and sportsmanship obtained a Cronbach alpha coefficient of 0.494 and 0.311, respectively. The values for civic virtue and sportsmanship were not included for analysis as they were below the minimum acceptable value of 0.70.

The average means for sample questionnaire items relating to altruism were 2.91, conscientiousness 3.31, courtesy 2.89, civic virtue 3.10 and sportsmanship 3.22. The average mean of 3.25 was obtained for the overall items of the OCB questionnaire. These results indicate a very high prevalence of OCB among the employees of the selected steel organisation.

3.7 DISCUSSION OF RESEARCH FINDINGS

3.7.1 Assessing the level of transformational leadership

As discussed in the literature study in section 2.2.1, there are four critical dimensions of transformational leadership, namely idealised influence, inspirational motivation, individualised consideration and intellectual stimulation (Ahmad *et al.*, 2014:1).

The summary of the results from the transformational leadership questionnaire is shown in Table 3.4 below.

- With *idealised influence*, subordinates assess their leader's strengths in terms of power, charisma, self-confidence, trust, consistency and his ability to influence them

(Omar & Hussin, 2013:348). The results showed that 74.2% of the respondents felt that their managers provided a sense of fairness. Approximately 76.5% of the respondents indicated trusting their managers while, 69.9% agreed that their managers influence them to deliver results. On the sample questionnaire item “My leader demonstrates professional moral standards”, 79.3% also agreed. A low score of 59.6% was, however, obtained for the sample item “I consider my manager as my role model”. On average, idealised influence obtained a score of 69.7%, which indicates that most employees perceive their managers as influential to them.

- With *inspirational motivation*, a manager motivates his subordinates by accepting organisational challenges and responsibilities, distributing them evenly across them while giving them motivation and support to deliver optimum results (Ahmad, 2014:16). On a sample item “My manager encourages me to perform my duties well”, 79.4% of the respondents agreed. Approximately 77.0% and 72.4% were obtained on sample items “My manager supports me to deliver optimum results” and “My manager leads by example”, respectively. On average, inspirational motivation obtained an average score of 74.5%.
- *Individual consideration* is a dimension of transformational leadership whereby a leader pays attention to each individual employee’s needs for fulfilment and development, thereby assuming the responsibility of an advisor or mentor (Sang Long *et al.*, 2014:118). He generally exhibits an element of care for each team member while displaying a supportive role in times of individual personal challenges (Doody & Doody, 2011:1). Approximately 66.9% of the respondents indicated that their managers pay attention to their career needs. Approximately 69.6% of the respondents agreed that their managers demonstrate care and support when they have personal problems. Most respondents (80.1%) indicated that their contributions are appreciated by their managers.
- With *intellectual stimulation*, a leader challenges the team members and stimulates a culture of creativity and innovation in them in order to deliver on the organisational mission and objectives (Odumeru & Ifeanyi, 2013:356). A sample item “My manager encourages me to be creative and innovative” was supported by 75% of the respondents. A similar item, “My manager challenges me to solve problems in a new

way”, also obtained 73.5%. The average score of all items for intellectual stimulation was 74.5%.

In summary, an average score of 69.7% was obtained for idealised influence, 74.5% for inspirational motivation, 67.6% for individual consideration and 73.5% for intellectual stimulation. The average score for all items of the transformational leadership questionnaire was 72.9%. These results reveal a high prevalence of transformational leadership in the selected steel organisation.

Based on the above findings, the following hypothesis can be *accepted*.

H1: Transformational leadership style is adopted by leaders working in the selected steel manufacturing organisation.

3.7.2 Assessing the level of transactional leadership

In the literature study, it was discussed that there are three components of transactional leadership, namely contingent reward, active management by exception and passive management by exception (Koech & Namusonge, 2012:4).

The summary of results for the transactional leadership questionnaire is shown in Table 3.5 below.

- The *Contingent rewards* component of transactional leadership involves the association of subordinates’ performance with contingent rewards (Bass, 1997). The questionnaire item “My manager sets clear and achievable targets for me” and “My manager encourages me to achieve agreed targets” both received a high percentage of 75.7% and 75.6%, respectively. Approximately 67.6% of the respondents agreed that their managers provide recognition when they have achieved agreed results, while only 44.1% indicated that their managers punish them for not achieving the results. The average percentage of 62.7% received by this component of transactional leadership reveals that managers in the selected steel organisation do also rely on the utilisation of contingent rewards to encourage the performance of employees.

- *Active management-by-exception* involves a process whereby a leader monitors subordinates' performance, followed by the implementation of corrective actions where necessary to ensure the achievement of desired outcomes (Bass, 1997). Most employees (83.0%) agreed that their managers set performance standards. Approximately 64% of the respondents agreed to a questionnaire item "When I could not meet performance standards, my manager assisted me with corrective actions". The average percentage received by this component of transactional leadership was 69.2%, which indicates a significant application of active management-by-exception by the managers in the selected organisation.
- *Passive management-by-exception* involves a leader's inability to provide required monitoring and support to the subordinates, leading to desired outcomes not being achieved (Bass, 1997). Approximately 60.3% of respondents disagreed with the questionnaire item "My manager fails to get involved until problem(s) become worse". Approximately 57.0% of respondents disagreed that their managers only pay attention to serious problems. The average percentage of 44.1% received by this component indicates a very low application of passive management-by-exception by the managers in the selected steel organisation.

The results above reveal that there prevalence of transactional leadership in the selected steel organisation is moderate to high. With contingent rewards receiving an average percentage of 62.7% and active management-by-exception receiving an average of 69.2%, it can be concluded that most managers in the selected steel organisation have adopted both transformational and transactional styles of leadership (transformational leadership received an average of 72.9% as discussed in section 3.81 above).

Based on the above findings, the following hypothesis can be *accepted*.

H2: Transactional leadership style is adopted by leaders working in the selected steel manufacturing organisation.

3.7.3 Assessing the level of job satisfaction

Job satisfaction is "a general expression of workers' positive attitudes built up towards their jobs" (Man *et al*, 2011:8). According to Rizi (2013:8), leadership is considered as one of the

most essential elements of employee job satisfaction as it broadly influences employee motivation and dedication.

The summary of the results from the job satisfaction questionnaire is shown in Table 3.6 below.

Most respondents (79.9%) felt that their job allows them to apply their skills and abilities beyond their normal work scope. Approximately 73.1% of the respondents also agreed that they have a good relationship with their managers. These results are supported by the findings of the SHRM (2012:12), which revealed that some of the top contributors to job satisfaction among employees are having the opportunity to use their skills and abilities at work beyond the position for which they were hired, a good relationship with the immediate supervisor, and a good relationship between them and the company management at large.

According to Herzberg *et al.* (1959), cited from Belias and Koustelios (2014:139), job satisfaction in employees is also triggered by their feeling of achievement. Achieving this feeling, however, requires managers to set targets for their employees that are clear, measurable and achievable followed by support and continuous feedback positioning them for success (Dugguh & Dennis, 2014:12). The questionnaire items “My manager treats all employees fairly” and “I feel that my job targets are clear, measurable and achievable” obtained 72.6% and 74.8%, respectively. Approximately 91.8% of the respondents felt that their job played a role in the overall success of the business, while 90.4% agreed that they are happy with their job challenges. These results show that most managers in the selected steel organisation set fair, clear, measurable and achievable targets for their employees, which is the characteristic of transactional leadership (Keskes, 2013:21). The results also depict that most managers in the selected steel organisation treat their employees fairly and maintain a good relationship with them, which are the characteristics of transformational leadership. Based on the statistics, it can therefore be concluded that both transformational and transactional leadership contribute to the job satisfaction of employees in the selected steel organisation.

3.7.4 Assessing the level of work engagement

As discussed in the literature study, work engagement can be understood as a level of the employees’ voluntary efforts and their preparedness to go beyond expectations for their

company, and also a level of commitment that employees feel toward their organisation (McMullen, 2013:23). It is the level on which employees are focused on their job and are absorbed in executing activities expected by their role (Saks (2006), cited from Kular *et al.* (2012:4)). Work engagement has its three constructs, which are discussed in detail in section 2.3.2, namely vigour, dedication and absorption.

The summary of results for the work engagement questionnaire is shown in Table 3.7 below.

Only 94.1% of the respondents indicated that they enjoy completing their task quickly, while only 45.2% indicated that they can persevere in times of challenges. On the questionnaire item “I find it difficult to endure the painful parts of my job”, only 23.7% agreed, indicating that approximately half of the sample finds it difficult to endure challenges arising from their tasks. These results depict a moderate presence of *vigour* among the employees of the selected organisation.

Approximately 92.6% of the participants responded positively to the questionnaire item “I am putting a great deal of time into my work” and 97.1% of them indicated that they are proud of their work. A high level of *employee dedication* among the employees of the selected organisation is indicated by these results.

Most questionnaire items for employee absorption received good results, which include “I do not want to be disturbed once I start focusing on my job” (83.0%), “I can spend long hours doing my job without getting tired” (77.0%) and “Time goes quickly when I am busy with my job” (87.4%). Approximately 44.2% of the respondents, however, indicated that they do not want to take their work home. These results exhibited a high level of *employee absorption* among the employees of the selected organisation. The results, on average, also showed a high level of work engagement of approximately 72.9% among the employees.

3.7.5 Assessing the level of organisational citizenship behaviour

Organisational citizenship behaviour (OCB) refers to the employee’s discretionary efforts and behaviours towards the organisation, which are not directly rewarded by the organisation, but significantly improve its effectiveness (Vijayabanu *et al.*, 2014:185). In the literature survey, it was stated that there are five dimensions for OCB as classified by Organ (1988:5), namely altruism, conscientiousness, courtesy, civic virtue and sportsmanship.

The prevalence of *altruism* was measured by only one questionnaire item “I like assisting my colleagues when they need assistance”. Only 33.1% of the respondents agreed to this item. These results indicate low interest in assisting others among the employees of the selected steel organisation.

98.5% of respondents agreed that they enjoy working with others as teams, while only 41.2% indicated willingness to share information with others. These results indicated a moderate presence of *courtesy* among the employees.

Conscientiousness, however, received significantly high results with 84.6% of the respondents indicating that they do not mind working overtime to assist the company, and 89.0% indicating willingness to involve themselves in any discretionary activities aimed at assisting the company.

Approximately 88.2% of the respondents agreed with the two questionnaire items measuring the presence of civic virtue, which include “I am voluntarily involved in activities that improve the reputation of the company” and “I identify possible opportunities intended at improving the organisation.” These results indicate a very high level of *civic virtue* among the employees in the selected organisation.

Approximately 97.8% of the respondents indicated that they are maintaining good relationships with their colleagues, while 89.7% of the respondents indicated that they are resilient towards challenging and stressful tasks. These results indicate a high level of *sportsmanship* among the employees in the selected steel organisation.

The overall results, however, indicated an average level of organisational citizenship behaviour among the employees. Although the results show a high prevalence of transformational and transactional leadership, these results do not seem to be directly proportional with the level of OCB, which remains average.

Questionnaire items	Statistical results (%)	
	Lower rating	Higher rating
	(1 & 2)	(3 & 4)
Transformational leadership	27.1	72.9
<i>Individual consideration</i>	30.3	69.7
My manager provides a sense of fairness	25.8	74.2
I consider my manager as my role model	40.4	59.6
My manager sacrifices for the benefit of the team	40.0	60.0
My manager is a role model	31.6	68.4
My manager influences me to deliver	23.5	76.5
I trust my manager	30.1	69.9
My leader demonstrates professional moral standards	20.7	79.3
<i>Inspirational motivation</i>	25.5	74.5
My manager encourages me to perform my duties well	20.6	79.4
My manager leads by example	27.6	72.4
My manager supports me to deliver optimal results	23.0	77.0
My manager instils team spirit	30.9	69.1
<i>Intellectual stimulation</i>	25.4	74.6
My manager encourages me to be creative and innovative	25.0	75.0
My manager challenges me to apply a logical approach in analysing problems	23.9	76.1
My manager challenges me to question assumptions	22.8	77.2
My manager guides me to view problems from a new perspective	28.7	71.3
My manager challenges me to solve problems in a new way	26.5	73.5
<i>Individual consideration</i>	32.5	67.6
My manager pays attention to my career needs	33.1	66.9
My manager is concerned about my personal development	38.5	61.5
My manager is my personal coach, mentor and advisor	47.1	52.9
My manager demonstrates care and support when I experience personal problems	30.4	69.6
I am satisfied with my workplace and/or working environment	25.7	74.3
My manager appreciates my contributions	19.9	80.1

Table 3.4: Summary of findings: Transformational leadership questionnaire

Questionnaire items	Statistical results (%)	
	Lower rating	Higher rating
	(1 & 2)	(3 & 4)
Transactional leadership	41.4	58.6
<i>Contingent rewards (CR)</i>	37.3	62.7
My manager sets clear and achievable targets for me	24.3	75.7
My manager encourages me to achieve agreed targets	24.4	75.6
My manager provides recognition when I have achieved agreed targets	32.4	67.6
My manager rewards me for achieving my targets	49.6	50.4
My manager punishes me for not achieving targets	55.9	44.1
<i>Management-by-exception-active (MBEA)</i>	30.8	69.2
My manager monitors my performance	23.0	77.0
My manager sets performance standards	17.0	83.0
My manager records my mistakes/failures in achieving agreed standards	40.0	60.0
When I could not meet performance standards, my manager assisted me with corrective actions	36.0	64.0
My manager tries to predict possible mistakes/failures and assists me in resolving them before they occur	38.2	61.8
<i>Management-by-exception-passive (MBEP)</i>	55.9	44.1
My manager only gets involved when problems arise	46.3	53.7
My manager fails to get involved until problem(s) become(s) worse	60.3	39.7
My manager only gives attention to serious problems	57.0	43.0
My manager can anticipate problems and guides me before it occurs	60.0	40.0

Table 3.5: *Summary of findings: transactional leadership questionnaire*

Questionnaire items	Statistical results (%)	
	Lower rating	Higher rating
	(1 & 2)	(3 & 4)
Job satisfaction	30.1	70.0
My job allows me to apply my skills and abilities beyond my work scope	20.1	79.9
My job offers fair rewards	52.2	47.8
I have a good relationship with my manager	26.9	73.1
I am happy about the culture of our organisation	40.7	59.3
I do not like being absent from work	13.3	86.7
I am happy with my job achievements so far	17.0	83.0
I feel that I have achieved more than I expected	33.3	66.7
My manager treats all employees fairly	27.4	72.6
I feel that my job targets are clear, measurable and achievable	25.2	74.8
I feel that my job plays a role in the overall success of the business	8.2	91.8
I am happy with my job challenges	9.6	90.4
I feel that I have required authority to execute my job	12.6	87.4
I feel that there is potential for a promotion	48.1	51.9
I am concerned that I might lose my job	53.0	47.0
I have a good relationship with my colleagues	8.1	91.9
My relationship with my manager is sour	76.3	23.7
I am considering leaving the company	46.7	53.3
I am satisfied about the company policies and procedures	22.2	77.8

Table 3.6: *Summary of findings: job satisfaction questionnaire*

Questionnaire items	Statistical results (%)	
	Lower rating	Higher rating
	(1 & 2)	(3 & 4)
Work engagement	26.1	73.9
<i>Vigour</i>	45.7	54.3
I enjoy completing my job/tasks quickly	5.9	94.1
I find it difficult to endure the painful parts of my job	54.8	45.2
I can persevere in times of challenges	76.3	23.7
<i>Dedication</i>	5.2	94.9
I am putting a great deal of time into my work	7.4	92.6
I am proud of my work	2.9	97.1
<i>Absorption</i>	27.6	72.4
I do not want to be disturbed once I start focusing on my job	17.0	83.0
I can spend long hours doing my job without getting tired	23.0	77.0
Time goes quickly when I am busy with my job	12.6	87.4
I like taking work home	57.8	42.2

Table 3.7: Summary of findings: Work engagement questionnaire

Questionnaire items	Statistical results (%)	
	Lower rating	Higher rating
	(1 & 2)	(3 & 4)
Organisational citizenship behaviour	25.7	74.3
<i>Altruism</i>	66.9	33.1
I like assisting my colleagues when they need assistance	66.9	33.1
<i>Conscientiousness</i>	13.2	86.8
I do not mind working overtime to assist the organisation	15.4	84.6
I do not mind involving myself in any discretionary activities aimed at assisting the company	11.0	89.0
<i>Courtesy</i>	30.2	69.9
I share information with my colleagues	58.8	41.2
I work together with my colleagues as a team	1.5	98.5
<i>Civic virtue</i>	11.8	88.2
I am voluntarily involved in activities that improve the reputation of the company	11.8	88.2
I identify possible opportunities intended at improving the organisation	11.8	88.2
<i>Sportsmanship</i>	6.3	93.8
I maintain a good working relationship with my colleagues	2.2	97.8
I can be resilient towards stressful challenges/tasks	10.3	89.7

Table 3.8: *Summary of findings: organisational citizenship behaviour questionnaire*

3.7. Assessing correlations between constructs.

Table 3.9 below shows the relationships between various constructs of the study. This section discusses the relationship between transformational and transaction leadership styles and the selected job attitudes, namely, work engagement, organisational citizenship behaviour and job satisfaction.

	Idealised influence	Inspirational motivation	Intellectual stimulation	Individual consideration	Contingent rewards	MBEA	MBEP	Job satisfaction	Vigour	Dedication	Absorption	Conscientious	Courtesy	Altruism	E5 -Civic virtue	E6 -Civic virtue	E7-Sportmanship	E8-Sportmanship
Idealised influence	1	.749	.704	.775	.625	.462	.461	.587	.217	.035	-.019	.007	.026	.066	.036	-.157	-.157	.022
Inspirational motivation		1	.729	.682	.664	.424	.368	.477	.204	.014	-.009	-.042	.034	-.054	-.001	-.064	-.109	.065
Intellectual stimulation			1	.755	.667	.419	.320	.504	.214	.053	.033	.031	-.012	-.042	.050	-.153	-.130	.021
Individual consideration				1	.708	.516	.402	.513	.178	-.010	.058	.044	-.014	.038	.132	-.013	-.076	.086
Contingent rewards					1	.446	.359	.419	.144	-.073	-.045	-.013	.008	-.016	.029	-.046	-.049	.028
MBEA						1	.401	.411	.233	.083	.117	.023	.051	.092	.029	.054	-.021	.014
MBEP							1	.254	-.073	.081	.193	-.021	-.011	-.037	.054	.175	.038	.119
Job satisfaction								1	.198	.149	.024	.037	.117	.120	.029	.037	-.028	.131
Vigour									1	.631	.456	.151	.376	.309	.070	.185	.262	.154
Dedication										1	.534	.224	.336	.294	.162	.209	.263	.143
Absorption											1	.241	.265	.167	.200	.201	.236	.176
Conscientious												1	.290	.303	.506	.279	.354	.145
Courtesy													1	.52	.365	.219	.505	.312
Altruism														1	.132	.130	.409	.229
E5 (civic virtue)															1	.327	.267	.241

E6 (civic virtue)																		1	.271	.311	
E7(Sportsmanship)																			1	.186	
E8(Sportsmanship)																					1

Table 3.9: *The correlation matrix*

Note: all values are significant at $p < 0.05$ (2-tailed)

Key: <0.3 small effect – font colour black, 0.3 – 0.5 medium effect - font colour blue, >0.5 large effect – font colour red

3.7.6.1 Leadership styles and job satisfaction

A correlation analysis was performed to assess the relationships among the variables of interest. Table 3.9 above indicates that both leadership styles (transformational and transactional) have a positive relationship with job satisfaction.

In detail, it was found that idealised influence; has a positive relationship with job satisfaction ($r=0.587$, $p<0.05$), ‘inspirational motivation’ has a positive relationship ($r=0.477$, $p<0.05$), ‘intellectual stimulation’ has a positive relationship ($r=0.504$, $p<0.05$) and ‘individual consideration’ has a positive relationship ($r=0.513$, $p<0.05$). Since all four components of transformational leadership have a positive relationship with job satisfaction, it can therefore be concluded that there is a strong positive relationship between transformational leadership and job satisfaction.

Based on the above findings, the following hypothesis can be *accepted*.

H3: Transformational leadership has a strong positive relationship with the job satisfaction of employees working in the selected steel manufacturing organisation.

These findings are supported by the study conducted by Saleem (2014:563) in Pakistan, which found that transformational leadership has a positive impact on job satisfaction. A study conducted by Hanaysha *et al.* (2012) in Malaysian universities aimed at exploring the effect of transformational leadership characteristics on followers’ job satisfaction and revealed that individualised consideration has a positive relation with job satisfaction. This study, however, found that individualised consideration has a negative relationship.

It was also found that ‘contingent rewards’ have a positive relationship with job satisfaction ($r=0.419$, $p<0.05$), active management-by-exception also has a positive relation ($r=0.411$, $p<0.05$), while passive management-by-exception was found to have a negative relationship with job satisfaction ($r= -0.254$, $p<0.05$). Based on these results, it can therefore be concluded that there is a strong positive relationship between transactional leadership and job satisfaction.

Based on the above findings, the following hypothesis can be *accepted*.

H4: Transactional leadership has a strong positive relationship with job satisfaction of employees working in the selected steel manufacturing organisation.

These findings are, however, contradictory to the finding of the study conducted by Saleem (2014:563), mentioned above, which revealed that transactional leadership style has a negative impact on job satisfaction. The findings are, however, supported by the study performed by Ahmad *et al.* (2013:172), which investigated the influence of leadership styles on job satisfaction among nurses in Malaysia, which showed that the transformational leadership style has a strong contribution towards job satisfaction compared to the transactional leadership style.

3.7.6.2 Leadership styles and work engagement

It was found from the correlation analysis (Table 3.9) that both leadership styles (transformational and transactional) have a negative relationship with work engagement.

In detail, the following results for correlations were found between the components of transformational leadership and vigour; idealised influence and vigour ($r=0.217$, $p<0.05$), intellectual motivation and vigour ($r=0.204$, $p<0.05$), intellectual stimulation and vigour ($r=0.214$, $p<0.05$), and individual consideration and vigour ($r=0.178$, $p<0.05$). These results further show that the above four components of transformational leadership have a very low relationship with both dedication and absorption ($r<0.200$, $p<0.05$). It can therefore be concluded that there is a very weak relationship between *transformational leadership* and work engagement in the selected steel organisation.

Based on the above findings, the following hypothesis can be *rejected*.

H5: Transformational leadership has a strong relationship with the work engagement of employees working in the selected steel manufacturing organisation.

The correlations values for the components of transactional leadership (contingent rewards, active management-by-exception and passive management-by-exception) and those of work engagement (contingent rewards and vigour) were all found to be less than $r=0.300$, $p<0.05$. A negative correlation was found between passive management-by-exception of

transformational leadership and vigour. In general, the results again show that there is a very weak relationship between transactional leadership and work engagement in the selected steel organisation.

Based on the above findings, the following hypothesis can be *rejected*.

H6: Transactional leadership has a strong positive relationship with the work engagement of employees working in the selected steel manufacturing organisation.

The findings completely contradict the findings from the study conducted by Raja (2012:1) in Pakistan, which revealed that when all four aspects of transformational leadership are practised by a manager, including inspirational motivation, idealised influence, individual consideration and intellectual stimulation, a higher employee work engagement is achieved. The findings also contradict the study by Tims, Bakker and Xanthopoulou (2011:2) conducted in the Netherlands, which found a positive relationship between transformational leadership and work engagement. The findings are, however, supported by the study conducted by Kesteren (2010:3), which found that no relationship exists between transactional leadership and employee work engagement. It can therefore be concluded that there could be other factors outside transactional and transformational leadership styles that are a reason for a drop in work engagement in the selected steel organisation. These could include factors such as low salaries, poor rewards, and poor business/industry performance threatening employees' jobs.

3.7.6.3 Leadership styles and organisational citizenship behaviour

It was found from the correlation analysis (Table 3.9) that both leadership styles (transformational and transactional) have a weak relationship with OCB.

In detail, the correlation values for the components of transactional leadership (contingent rewards, active management-by-exception and passive management-by-exception) and those of OCB (altruism, conscientiousness, courtesy, civic virtue and sportsmanship) were all found to be less than $r=0.200$, $p<0.05$. Some of the correlations were also found to be negative. In general, the results showed that there is a very weak relationship between transactional leadership and OCB in the selected steel organisation.

Based on the above findings, the following hypothesis can be *rejected*.

H7: Transformational leadership has a strong positive relationship with the organisational citizenship behaviour of employees working in the selected steel manufacturing organisation.

The correlation values for the components of transformational leadership (idealised influence, intellectual stimulation, individual consideration and inspirational motivation) and those of OCB (altruism, conscientiousness, courtesy, civic virtue and sportsmanship) were all also found to be less than $r=0.200$, $p<0.05$, with some found to be negative. The results therefore indicate a very weak relationship between transformational leadership and OCB in the selected steel organisation.

Based on the above findings, the following hypothesis can be *rejected*:

H8: Transactional leadership has a strong relationship with the organisational citizenship behaviour of employees working in the selected steel manufacturing organisation.

These findings contradict the findings of the study conducted by Ghurasriki (2015:3166) in Iran aimed at assessing the relationship between leadership style and employees' citizenship behaviour in the West Azerbaijan's Department of Health, which revealed a significant relationship between transactional leadership style and employees' organisational citizenship behaviour (OCB). The findings also contradict the findings of the studies conducted in Malaysia by Lian and Tui (2012:59) and Krishan and Arora (2008:1) analysing the effect of leadership styles on subordinates' OCB, which both revealed that transformational leadership style has a significant positive relationship with subordinates' organisational citizenship behaviour. It can again be concluded that there could be other factors outside transactional and transformational leadership styles (for example low salaries, poor business/industry performance threatening employees' jobs) that are a reason for the average existence of OCB among the employees of the selected steel organisation.

3.8 CHAPTER SUMMARY

The results show that most of the employees that participated in the study were males. Most of the respondents were between 31 and 40 years old. Approximately 50.2% of the participants were white and 45.2% black. The large majority (71.1%) were the G, F and E role specialists, which normally consists of engineers, technicians, accountants, consultants and other types of specialists. Most participants had between six and 10 years working for the organisation. Approximately 82.4% of them held diploma/degree qualifications.

The transformational leadership questionnaire obtained the highest average Cronbach alpha coefficient of 0.861 and OCB obtained the lowest average Cronbach alpha of 0.619. The entire measuring instrument obtained an average Cronbach alpha of 0.731, which is within the acceptable threshold of 0.70 and 0.95. These results depict that the research results are consistent and reliable.

The transactional leadership questionnaire obtained the lowest average arithmetic mean of 2.63. The organisational citizenship behaviour questionnaire obtained the highest average arithmetic mean of 3.20, which indicates the dominance of OCB over the other selected job attitudes.

The results indicated that both transactional and transformational leadership styles are adopted by managers in the selected steel manufacturing organisation. The results further indicated that a strong relationship exists between leadership styles (transformational and transactional) and job satisfaction. A very weak relationship was, however, obtained between the leadership styles and the other two job attitudes; work engagement and organisational citizenship behaviour.

The detailed conclusion/summary of research findings and the recommendations to the selected organisation are discussed in Chapter 4.

CHAPTER 4: SUMMARY OF FINDINGS, RECOMMENDATIONS CONCLUSION

4.1 INTRODUCTION

The previous chapter outlined the research results focusing on the statistical analysis and the discussion of findings. This chapter presents the summary of study findings and the recommendations to the selected organisation. It also discusses limitations to the study as well as further research. The section ends with the conclusion of the research.

4.2 SYNOPSIS OF THE STUDY

- In Chapter 1, the problem statement was discussed and research objectives were outlined as well as the research method to be followed in the study.
- In Chapter 2, a literature review on leadership styles (transformational and transactional) and the three job attitudes (organisational citizenship behaviour, job satisfaction and work engagement) was discussed. The relationships between leadership styles and the three job attitudes were also discussed.
- Chapter 3 indicated the empirical methods that were followed in the study, listed the hypotheses and indicated statistical analyses used. The chapter also discussed empirical results with the aid of figures and tables and also covered a discussion on findings.

4.3 REVIEW OF STUDY OBJECTIVES

The purpose of the study was to assess the impact of transformational and transactional leadership styles on selected job attitudes in a selected steel manufacturing organisation.

The specific objectives of this research were:

- To determine the leadership style, transactional or transformational, that leaders have adopted in the selected steel organisation.
- To determine whether transactional or transformational leadership styles have a positive relationship with the job satisfaction, work engagement and organisational citizenship behaviour of employees working in the selected steel organisation.

4.4 SUMMARY OF FINDINGS

The section below discusses a summary of findings of the research. It discusses research findings related to the prevalence of all study variables, namely, transformational and transactional leadership, work engagement, job satisfaction and organisational citizenship behaviour. The findings related to the relationships between leadership styles (transformational and transactional) and job satisfaction, work engagement and OCB are also discussed.

Transformational leadership

The research indicated a very strong presence of idealised influence, inspirational motivation, intellectual stimulation and individual consideration. *These results indicated that the transformational leadership style has been adopted by the managers of the selected steel organisation.* The results, however, show that the company managers are still not active in acting as coaches/mentors for the subordinates. The results also show that employees do not entirely view their managers as mentors.

Transactional leadership

The research indicated a significant utilisation of contingent rewards and active management-by-exception and a minimum use of passive management-by-exception by the managers of the organisation to control employees. *These results indicated that the transactional leadership style has also been adopted by managers of the selected steel organisation.* The higher rating obtained by the components of transformational leadership indicated that transformational leadership is slightly more dominant than transactional leadership in the organisation.

Job satisfaction

The results further reveal significantly high levels of job satisfaction among the employees. Among other findings, the research indicated that a very good relationship exists between the employees and managers. It also indicated that employees are proud of the role they play in the overall success of the business and are also happy with their job challenges. It furthermore indicated that the managers strive to set targets that are fair, clear, measurable and achievable. *The research indicated that there is a strong positive relationship between both transformational and transactional leadership and job satisfaction.*

Work engagement

The research further indicated a low presence of vigour among the employees. The results indicated that employees find it difficult to endure the painful parts of their jobs and to persevere in times of challenges. It did, however, show a high presence of employee dedication and absorption. In totality, the results indicated a high presence of work engagement among employees in the organisation under study. *The research, however, indicated a very weak relationship between leadership styles (transformational and transactional) and work engagement.*

Organisational citizenship behaviour

The study revealed very low levels of altruism among employees. Only a quarter of respondents indicated willingness to assist others. The study also revealed a moderate presence of courtesy among employees. High levels of conscientiousness and civic virtue were, however, detected by the research. Overall, the study indicated an average presence of work engagement among the employees. The study also indicated a very weak relationship between the leadership styles (transformational and transactional) and OCB.

The next section will focus on the recommendations to the organisation under study.

4.5 RECOMMENDATIONS

The findings of this study indicated a few areas of improvement for the organisation. The following are the recommendations made to the organisation.

Management development and mentorship programme

The results indicated that convincing levels of both transformational and transactional leadership are prevalent in the organisation under study. There is, however, still a room for improvement. It is recommended for the organisation to introduce programmes that develop leadership across the entire company. The programmes should be structured for both middle and senior managers with the aim of encouraging the spirit of mentorship and coaching among employees. The programmes should also guide managers on the proper structuring of personal development plans with their subordinates. It is believed that the implementation of these programmes will not only improve individual consideration (transformational leadership), but will also improve the level of job satisfaction among employees.

Work engagement program

The results indicate high levels of work engagement; however, there is still a room for improvement in some areas. It is therefore recommended that the organisation creates and implements action plans in order to ensure that employees are not only absorbed, but are also proud of their work. More efforts need to be put into ensuring that managers endure the difficulties and challenges that come with their jobs. It is therefore suggested that the organisation should consider implementing the eight steps of improving work engagement, as recommended by McMullen *et al.* (2013:23), which are also discussed in section 2.3.2. These steps are:

- Making a business case for engaging employees
- Measuring engagement and taking action on survey results
- Making managers accountable for employee engagement
- Connecting people with the future
- Going beyond just compensation to a total reward mind set
- Including employees and managers in reward design launch
- Using engagement metrics in performance criteria
- Communicating the value of work engagement initiatives to the employee

Organisational learning programme

The research indicated low levels of courtesy and altruism among employees. It is recommended that top management investigates initiatives meant to improve working relationships among colleagues and further improve the spirit of information sharing among them. This initiative could include organising more teambuilding sessions attended by both managers and teams. It could also include the introduction of central IT systems where work-related information can be stored by employees in one central location accessible by all in order to encourage a culture of information sharing

Employee rewards scheme and retention programme

The research results indicated a high level of job satisfaction among the employees (70%). There is, however, still room for improvement. Nearly half of the respondents felt that their job does not offer fair rewards and that there is no potential for a promotion. It is therefore recommended that top management considers reviewing the employee reward scheme. It is

suggested that management finds means of involving employees in this process in order to get their buy-in on the final decision taken. It is also recommended that top management should evaluate the effectiveness of their succession planning and talent management process such that it benefits both employees and management. The process should be implemented such that there is a fair evaluation of employees' performance and employees are able to picture their growth within the organisation in the future.

The research results also indicated that nearly half of the research participants might consider leaving the company. Since more than half of the respondents indicated satisfaction with their direct reports/managers, it therefore indicates that there could be other reasons for employees' desire to leave the company, which are not directly related to leadership. It is also recommended that top management should conduct an in-depth investigation into the factors that could tempt employees to leave the company and afterwards derive or revise their employee retention strategy. The strategy could include the review of the employee salary scheme and other incentive schemes. It could also include the introduction of initiatives meant to improve employees' working environment. The employee retention strategy should assist in ensuring that the organisation does not lose its top talent, which could lead to a drop in its operational efficiency and its performance at large.

4.6 LIMITATIONS OF THE STUDY

- The study was limited to a single steel manufacturing organisation within the South African context and the results can therefore not be generalised to other steel manufacturing organisations, neither within South Africa nor internationally.
- The study was also limited to specialist, junior and middle management levels.
- Literature on leadership styles, work engagement, job satisfaction and organisational citizenship behaviour focusing on the South African steel industry is also limited.
- The method of data collection primarily focused on questionnaires; interviews with the selective individuals could have enhanced the study.

4.7 FUTURE RESEARCH

- A study should be conducted to determine other reasons for the drop in work engagement and OCB levels besides leadership.
- A study should also be conducted between the non-management and lower role employees (below G role) to see whether there is a difference in the experience of leadership styles and also to assess their levels of job satisfaction, employee engagement and organisational citizenship behaviour.

4.8 CONCLUSION

The results of the empirical study in Chapter 3 indicated that both transformational and transactional leadership styles were adopted by the managers in the selected steel manufacturing organisation. The results indicated that there was a strong relationship between the leadership styles (transformational or transactional) and the job satisfaction of employees. The results also indicated that there was a very weak relationship between the leadership styles (transformational and transactional) and the other two job attitudes, work engagement and organisational citizenship behaviour.

The objectives for this research, indicated in Chapters 1 and 4, have been accomplished. The research questions pertaining to the study, all hypotheses and the problem statement were all also addressed by the study.

Based on the research findings, it can therefore be concluded that both leadership styles (transformational and transactional) have a very strong influence on the job satisfaction of employees, but a very weak influence on the work engagement and organisational citizenship behaviour of employees in the selected steel manufacturing organisation.

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ANNEXURE A: STUDY QUESTIONNAIRE

INTRODUCTION

I would like to invite you to participate in this research work by answering the attached questionnaire. The research intends to assess the impact of leadership styles on employee work engagement, organisational citizenship behaviour and job satisfaction.

It would be greatly appreciated if you could complete the questionnaire before/on 2015-09-18. Participation in this research is entirely voluntary. Confidentiality in participating in this research is also guaranteed. Once the questionnaire has been completed, you are requested to put it back into the envelope, seal it and put it in the questionnaire box or any other agreed location.

This questionnaire should not take more than **25 MINUTES** to complete.

Thank you for your participation!

BIOGRAPHICAL INFORMATION

The following information is needed to enable meaningful data analysis. We appreciate your help in providing this important information. Please mark the applicable block with a cross (X). Please complete all question to the best of your ability.

Bio 1	Gender:	1. Male	2. Female
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Bio 2	Age Group:	1. ≤ 20	2. 21-30	3. 31-40	4. 41-59	5. ≥60
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Bio 3	Race	1. Black	2. White	3. Coloured	4. Indian	5. Other
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Bio 4	Level of employment	1. G, E and F role specialist (engineer, technician, technologist etc.)	2. Manager (G role)	3. Manager (F role)	4. Manager (E role)	5. Unsure
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Bio 5	Duration of employment	1. 0-2 yrs	2. 3-5 yrs	3. 6-10 yrs	4. 10 yrs	5. ≥ 10yrs
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t in current position.					
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Bio 6	Highest qualification	1. Below Matric	2. Matric	3. Diploma/degree	4. Post-graduate
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SECTION A:

This section relates to your views about your supervisor/direct higher report. Therefore, when asked questions about ‘management’, think specifically about your direct higher report (your supervisor/manager). Indicate the degree to which you agree with each statement by using the following scale.

1		2		3		4			
Disagree strongly		Disagree		Agree		Agree strongly			
A1	My manager provides a sense of fairness.					1	2	3	4
A2	I consider my manager as my role model.					1	2	3	4
A3	My manager makes sacrifices for the benefit of our team/organisation.					1	2	3	4
A4	I understand my leader’s values and beliefs.					1	2	3	4
A5	My manager influences me to deliver on the job expectations.					1	2	3	4
A6	I trust my manager.					1	2	3	4
A7	My manager demonstrates professional moral standards.					1	2	3	4
A8	My manager encourages me to perform my duties well.					1	2	3	4
A9	My manager leads by example.					1	2	3	4
A10	My manager supports me to deliver optimum results.					1	2	3	4
A11	My manager instils team spirit.					1	2	3	4
A12	My manager encourages me to be creative and innovative.					1	2	3	4
A13	My manager challenges me to apply a logical approach in analysing problems.					1	2	3	4
A14	My manager challenges me to question assumptions.					1	2	3	4
A15	My manager guides me to view problems from a new perspective.					1	2	3	4
A16	My manager challenges me to solve problems in a new way.					1	2	3	4
A17	My manager pays attention to my career needs.					1	2	3	4
A18	My manager is concerned about my personal development.					1	2	3	4
A19	My manger is my personal coach, mentor and advisor.					1	2	3	4
A20	My manager demonstrates care and support when I experience personal problems.					1	2	3	4
A21	I am satisfied with my workplace and/or working environment.					1	2	3	4
A22	My manager appreciates my contributions.					1	2	3	4

SECTION B:

This section ALSO relates to your views about your supervisor/direct higher report. Therefore, when asked questions about 'management', think specifically about your direct higher report (your supervisor/manager). Indicate the degree to which you agree with each statement by using the following scale.

1		2		3		4			
Disagree strongly		Disagree		Agree		Agree strongly			
B1	My manager sets clear and achievable targets for me.					1	2	3	4
B2	My manager encourages me to achieve agreed targets.					1	2	3	4
B3	My manager provides recognition when I have achieved agreed targets.					1	2	3	4
B4	My manager rewards me for achieving my targets.					1	2	3	4
B5	My manager punishes me for not achieving targets.					1	2	3	4
B6	My manager monitors my performance.					1	2	3	4
B7	My manager sets performance standards.					1	2	3	4
B8	My manager records my mistakes/failures in achieving agreed standards.					1	2	3	4
B9	When I could not meet performance standards, my manager assisted me with corrective actions.					1	2	3	4
B10	My manager tries to predict possible mistakes/failures and assists me in resolving them before they occur.					1	2	3	4
B11	My manager only gets involved when problems arise.					1	2	3	4
B12	My manager fails to get involved until problem(s) become worse.					1	2	3	4
B13	My manager only pays attention to serious problems.					1	2	3	4
B14	My manager can anticipate problems and guides me before they occur (*)					1	2	3	4

SECTION C:

The following statements are about how satisfied you are with your current job. Indicate the degree to which you agree with each statement by using the following **four-point scale**, where **1= strongly DISAGREE** to **4= strongly AGREE**:

C1	My job allows me to apply my skills and abilities beyond my work scope.					1	2	3	4
C2	My job offers fair rewards.					1	2	3	4
C3	I have a good relationship with my manager.					1	2	3	4
C4	I am happy about the culture of our organisation.					1	2	3	4
C5	I do not like being absent from work.					1	2	3	4
C6	I am happy with my job achievements so far.					1	2	3	4
C7	I feel that I have achieved more than I expected.					1	2	3	4
C8	My manager treats all employees fairly.					1	2	3	4
C9	I feel that my job targets are clear, measurable and achievable.					1	2	3	4
C10	I feel that my job plays a role in the overall success of the business.					1	2	3	4
C11	I am happy with my job challenges.					1	2	3	4

C12	I feel that I have required authority to execute my job.	1	2	3	4
C13	I feel that there is a potential for a promotion.	1	2	3	4
C14	I am concerned that I might lose my job.	1	2	3	4
C15	I have good relationship with my colleagues.	1	2	3	4
C16	My relationship with my manager is sour.	1	2	3	4
C17	I consider leaving the company.	1	2	3	4
C18	I am satisfied about the company policies and procedures.	1	2	3	4

SECTION D:

The following statements are about what you think and feel about your current job. Indicate the degree to which you agree with each statement by using the following scale.

	1	2	3	4
	Definitely False	Mostly false	Mostly True	Definitely true
D1	I enjoy completing my job/tasks quickly.			1 2 3 4
D2	I find it difficult to endure the painful parts of my job.			1 2 3 4
D3	I can persevere in times of challenges.			1 2 3 4
D4	I am putting a great deal of time into my work.			1 2 3 4
D5	I am proud of my work.			1 2 3 4
D6	I do not want to be disturbed once I start focusing on my job.			1 2 3 4
D7	I can spend long hours doing my job without getting tired.			1 2 3 4
D8	Time goes quickly when I am busy with my job.			1 2 3 4
D9	I like taking work home.			1 2 3 4

SECTION E:

The following statements are about what you think and feel about your current job. Indicate the degree to which you agree with each statement by using the following scale.

	1	2	3	4
	Definitely False	Mostly false	Mostly True	Definitely true
E1	I like assisting my colleagues when they need assistance.			1 2 3 4
E2	I do not mind working overtime to assist the organisation.			1 2 3 4
E3	I do not mind involving myself in any discretionary activities aimed at assisting the company.			1 2 3 4
E4	I share information with my colleagues.			1 2 3 4
	I work together with my colleagues as a team.			1 2 3 4
E5	I am voluntarily involved in activities that improve the reputation of the company.			1 2 3 4
E6	I identify possible opportunities intended at improving the organisation.			1 2 3 4
E7	I maintain a good working relationship with my colleagues.			1 2 3 4
E8	I can be resilient towards stressful challenges/tasks.			1 2 3 4

