Investigating the relationship between transformational leadership style, public leadership roles and employees' job satisfaction and turnover intention

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Graduation ceremony: May 2021
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DECLARATION

I, Freddy Tiro, declare that this dissertation, The relationship between transformational leadership style, public leadership role and employees’ job satisfaction and turnover intention, is my own work and that all sources I used or cited have been indicated and acknowledged by means of complete references.

SIGNED       DATE

26 January 2021
ACKNOWLEDGEMENT AND RECOGNITION

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ABSTRACT

Leadership style and roles, job satisfaction, organisational commitment and employees' trust in their managers have become important aspects for the South African (SA) public sector departments in recent years. Grounded in the transformational leadership theories, public leadership roles theories, job satisfaction theory and turnover intention theory, the study examined the relationship or interconnection between transformational leadership style, public leadership roles, and employees' job satisfaction and turnover intention in the South African Social Security Agency (SASSA) North West. The study adopted a quantitative research approach and was underpinned by a positivist research paradigm. Data had been collected from 250 participants using a self-administered survey questionnaire. The data were analysed with the aid of a statistical computer programme, Statistical Package for the Social Sciences (SPSS).

The results revealed that the positive correlation between transformational leadership and employees' job satisfaction leans towards a small effect size or no practically significant correlation ($r = .228$), while a negative correlation between transformational leadership and turnover intention leans towards a small effect or no practically significant correlation ($r = -.091$). The study further revealed that the positive correlation between the four public leadership roles (accountability ($r = .311$); rule-following ($r = .241$); political ($r = .199$); network governance ($r = .295$), and job satisfaction leans towards a small effect size or no practically significant correlation to a medium effect or practically visible relationship. On the other hand, the correlations between accountability role ($r = -016$); rule-following role ($r = .008$); political loyalty role ($r = -.153$); network governance role ($r = .012$), and turnover intention are small, which showed no practically significant relationship. The study recommended that leaders in public sector departments should pay more attention to their followers’ job satisfaction and turnover intention to help them feel connected to the organisation. Recommendations for future research were also provided.

**Key terms:** transformational leadership style; public leadership roles; employees; job satisfaction; turnover intention; South African Social Security Agency
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<thead>
<tr>
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<tr>
<td>FSS</td>
<td>Facet Satisfaction Scale</td>
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<td>GTL</td>
<td>Global Transformational Leadership</td>
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<td>HRD</td>
<td>Human Resource Development</td>
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<td>ICAS</td>
<td>Independent Counselling and Advisory Services</td>
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<td>M</td>
<td>mean score</td>
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<td>NDP</td>
<td>National Development Plan</td>
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<td>NWU</td>
<td>North West University</td>
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<td>SA</td>
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CHAPTER ONE

OVERVIEW OF THE STUDY

1.1 INTRODUCTION

The role of public leadership in South Africa has changed significantly since 1994. Public policies have not only become progressively complex and wordy, but the inflexibility of public management procedures have simultaneously made it increasingly difficult for employees in the public sector departments to deal with these changes (De Gennaro, 2018). The relationship or interconnection between transformational leadership style, public leadership roles and employees’ job satisfaction and turnover intention is still undecisive. The process by means of which leadership behaviour could have an effect on the job satisfaction and turnover intention of employees is still not absolutely clear (Auh, Menguc & Jung, 2014:558; Mostafa, 2019:1166). Employees’ rate of job satisfaction and high rate of turnover intention have become significant concerns in public sector departments because of the impact thereof on productivity, the quality of products or services and therefore on profitability (Mehreza & Bakria, 2019:425).

Drawing specifically on public sector administration and organisational behaviour (De Gennaro, 2018), and focusing on the important role of transformational leadership style and public leadership roles (Mohamed, Al Kindy, Shah & Jusoh, 2016:889), the current study investigated the interconnection between transformational leadership style and public leadership roles and employees’ job satisfaction and turnover intention. The study adopted the social learning theory of Bandura (1997) to understand and hypothesise the substantial influence transformation leadership style and public leadership roles have on the behaviour of employees (Mostafa, 2019:1171-1172). The social learning theory had already been proven and utilised by researchers in a wide range of industries and settings, such as manufacturing, government, business, education, healthcare, community service, entertainment, profit, and non-profit organisations. The theory has furthermore been utilised to investigate the leadership experiences of individuals in the mentioned industries (Mohamed et al., 2016; Bass & Riggio, 2006; Kouzes & Posner, 2012; Strack, Fottler & Kilpatrick, 2008).
This introductory chapter provides the road map for the research study by giving an outline of the critical understanding that guides the interconnection between transformational leadership style and public leadership roles, and job satisfaction and turnover intention of employees.

The chapter begins by providing the background and contextualisation of the study. From this, the rationale and problem statement emanated. The research design and methodology, significance of the study, and ethical considerations have been focused upon. The chapter concludes by providing an explanation of key concepts that guided the study as well as presenting an outline of the chapters contained in the study.

1.2 BACKGROUND TO THE STUDY

The South African Social Security Agency (SASSA) is a public entity established to provide a wide variety of social security services to the vulnerable and poor people of South Africa, as mandated in the constitutional and legislative framework. In pursuing its mission of administering social security services to preferably children, senior citizens and disabled persons, SASSA has established footprints in the nine South African (SA) regions. Each of these nine regions has at least one district office. Furthermore, there are for each district more than one local office reporting to the district. In this regard, several leadership challenges such as leaders’ diversity, fairness and ethics, leader development and change, as well as transformational leadership (Long, Yusof, Kowang & Heng, 2014:117) are currently experienced in SASSA.

SASSA in the North West is confronted with immense pressure to meet the high demand for the provision of social grants to the citizens of South Africa. With the shrinking number of resources, coupled with the ever-increasing number of recipients of social grants and the ever-growing fiscal constraints and complexity to manage the human resources, the management of SASSA has been put in the centre of challenges that have an impact on the outcome of the organisation and employees. The result of experiencing constant challenges and difficulties may often be considerable changes in the structure of leadership and models of staffing. All of these factors will consequently have an influence on the work environment of frontline
employees, specifically at the level of job satisfaction and a corresponding raise in turnover intention (Nelson-Brantley, Park & Bergquist-Beringer, 2018: 32).

One of the ways to effectively help managers to increase the job satisfaction of employees and reduce turnover intention, especially in public sector entities, is to apply appropriate leadership style and roles (Long et al., 2014:117). According to the SA Government News Agency article issued in August 2018, there is a severe challenge with regard to government departments having the highest vacancy rate of above 10%. In the article it has been alluded that the Department of Social Development, a department to which SASSA is accountable, had at that stage a vacancy rate of 22%. Furthermore, a presentation to the parliamentary portfolio committee on Human Capital Management on the 31st March 2017 indicated that the vacancy rate at SASSA was 54% at national level. Christy and Duraisamy (2015:24) argue that ineffective leadership is one of the important factors influencing employees’ feelings of job satisfaction as well as turnover intention in an organisation. For these reasons, many employees in the SA public sector departments, especially in the SASSA North West region, are unsatisfied with the transformational leadership style and public leadership roles of line managers (Van Dijk & Legalatladi, 2015:59).

Before one tries to understand that work as such, behaviour of employees, culture and leadership are of changing nature, it is essential to set a context in the modern-day organisational working environment (Saloni, 2019:7). Leadership advancement is another essential solution in managing difficulties regarding current workplace challenges (Saloni, 2019:8). Factors such as organisational leadership style and roles, circumstances in the workplace and/or practices followed at the level of human resources, e.g. compensation, benefits, employee services, training and development, performance management and job security, contribute to employees’ level of fulfilment in the work situation and have an influence on turnover intention (Mehreza & Bakria, 2019:426).

It is broadly accepted that transformational leadership is the ‘most effective’ form of leadership. The effectiveness thereof encourages employees’ organisational commitment and work engagement and motivates them to act in ways which are to the advantage of the organisation and its interested parties (Bottomley, Mostafa, Gould-Williams & Leon-Cazares, 2016:390; Mostafa, 2019:1167; van Knippenberg &
Sitkin, 2013:2). Within the public sector department, four public leadership roles exist (Tummers & Knies, 2015:433), namely accountability leadership, rule-following leadership, political loyalty leadership, and network governance leadership.

Employees’ turnover is a vital aspect of SASSA’s management of human resources. Beyond the fiscal constraints of the organisation, research has shown that employees’ turnover intention is also detrimental with regard to the effect thereof on the quality of services rendered by the organisation. Increased levels of stress and burnout will be experienced among other employees due to heavier workload and inadequate clarity regarding roles (Halter et al., 2017; Hayes, 2018; Park, Gass & Boyle, 2016). In this regard, reducing the turnover intention of employees will be to the best advantage for an organisation such as SASSA, as it may address the productivity of the employees and the outcome of retention of employees.

1.3 RATIONALE FOR THE STUDY

The style and role of leadership, job satisfaction, organisational dedication and employees’ trust in line managers have become essential aspects for the SA public sector departments in recent years. The lack of information and inadequate understanding of transformational leadership style and public leadership roles by line managers in the SASSA North West have contributed to the decrease in employees’ job satisfaction and may have a negative effect on the turnover intention of employees. According to research it has become clear that, in organisations where the most important types of leadership are transactional and transformational leadership styles, the job satisfaction and turnover intention of employees are likely to be affected as a result thereof (Belias & Koutelios, 2014:36). Moreover, in the past both practitioners and scholars focused their research interest on the role of leadership in order for public organisations to become performance-oriented and efficient in European countries and the United States (Donati, 2013; De Gennaro, 2018; Kuipers, Higgs, Kickert, Tummers, Grandia & Van der Voet, 2014).

Although studies have linked leadership style to work engagement (Behrendt, Matz & Göritz 2017; Kim & Barak, 2015) and turnover intention (Lee et al., 2019:258; Tse, Huang & Lam 2013), empirical studies aimed at investigating the interconnection between transformational leadership style, public leadership roles and employees’ job
satisfaction and turnover intention are limited, especially in public sector departments and in the South African context.

1.4 PROBLEM STATEMENT

The degree of job satisfaction and turnover intention of employees is more significantly dependent on the transformational leadership style and public leadership roles. Moreover, leadership is vital to job satisfaction and turnover intention of employees, and has a substantial impact on organisational performance, efficiency and behavioural outcomes (Amankwa & Anku-Tsede, 2015). It is crucial to achieve job satisfaction among employees and to reduce turnover in order to retain productive and efficient employees, especially in public sector entities (Long et al., 2014:117). The ineffective leadership styles and roles, as well as inadequate management skills in the SASSA North West region, have negatively affected the quality of service delivery in the North West region.

In 2018 a survey was conducted within SASSA by the Independent Counselling and Advisory Services ([ICAS], 2018), to discover the level of employees’ job satisfaction and possible reasons why employees in SASSA were quitting their jobs. The results revealed that the majority of employees (55%) felt that there was no positive and valuable interaction between the management and employees. According to Long et al. (2014:118), the reasons behind employees’ job dissatisfaction are due to ineffective contemporary leadership style and that public leadership lacks to show individual involvement and being in possession of an innovation edge. In this regard, most employees felt that they were not valued and cared for, their contributions were not recognised by management, and they did not experience openness and freedom to approach management to discuss matters of importance to them.

In SASSA North West region, the number of employees’ turnover cases has been 142 over the past five years (Sekhaolelo, 2019). Research has proven that employees’ job dissatisfaction impacts negatively on their turnover (Phati, 2017:5). In this regard, SASSA North West employees experiencing low job satisfaction are more inclined to quit their jobs. Pawar and Chakravarthy (2014:840) note that high employee turnover in organisations is a result of ineffective transformational leadership style and public leadership roles of line managers. Puni, Agyemang and Asamoah (2016) put this in
yet another way by arguing that one of the reasons why employees quit their jobs is that their supervisors do not pay attention to employees' desires, needs and abilities and lack to provide a supportive environment and to help them develop. Besides, employees who continue to work in an organisation where contemporary leaders lack to show individual support to them, will always express lower job satisfaction, lower commitment, psychological trouble and consequently higher turnover intention (Long et al., 2014:117). It has been identified as a problem that no previous research has been done on the interconnection between employees' perception of transformational leadership style and public leadership roles and their job satisfaction and turnover intention in SASSA. Because of this, this study investigated the interconnection between transformational leadership style and employees’ job satisfaction and turnover intention, as well as the interconnection between public leadership roles, job satisfaction and turnover intention.

1.4.1 Objectives of the study

The objectives of the research were to:

- establish the interconnection between transformational leadership style, job satisfaction and turnover intention, and to
- establish the interconnection between public leadership roles, job satisfaction and turnover intention.

1.4.2 Research questions

Based on the objectives, the following research questions were formulated:

- Is there an interconnection between transformational leadership style, job satisfaction and turnover intention?
- Is there an interconnection between public leadership roles, job satisfaction and turnover intention?

1.5 PRELIMINARY LITERATURE REVIEW

A literature review was conducted to identify the gaps that occur in the existing body of knowledge regarding the interconnection between transformational leadership style, public leadership roles, job satisfaction and turnover intention. To achieve these
objectives, recent and relevant secondary data sources were consulted to gain a profound understanding of the problem statement for this study. The reasons were to create an understanding of, and a platform for the correlation between the previous studies and the empirical findings of this study. The literature regarding leadership and management theories as well as theories on employees’ types of behaviour were also consulted.

In recent years, Human Resources Development (HRD) has been identified as the key to organisational success (Lee, Idris & Tuckey, 2019:257). With some HRD roles delegated to leaders (Lee et al., 2019:257), a gap in understanding how transformational leadership style and public leadership roles affect employees’ job satisfaction and turnover intention has by now become evident, especially in the public sector organisations in South Africa. Additionally, transformational style and public leadership roles are widely regarded as essential determinants of the implementation of organisational success, but little empirical research has been done to test the interconnection between the leadership styles.

Besides, the concepts transformational leadership style, public leadership roles, employees’ job satisfaction and turnover intention in organisations in the public sector are not new in the public management literature (Boin, Stern & Sundelius, 2016; De Gennaro, 2018). Lee et al (2019:258) argue that transformational leadership style and public leadership roles are the two most essential types of leadership behaviour that may clarify the link between leadership styles that primarily influence employees’ outcomes such as job satisfaction and turnover intention.

Leaders in various positions play an essential role in establishing a sustainable organisational culture among employees (Qing, Asif, Hussain & Jameel, 2019:2). Additionally, research has shown that leadership plays a vital role and has a significant effect on the behaviour of employees, in comparison with other sources in the organisation (Lapointe & Vandenberghhe 2017; Lee et al., 2019:257). Leadership style, in particular transformational leadership and types of behaviour, have a significant influence to enhance individual work performance behaviour. The result will be an increase in the overall organisational performance, employees’ level of job satisfaction and decrease in turnover intention (Ali et al., 2014; Mohamed et al., 2016:890; Common, 2011). Saloni (2019:20) postulates that leaders are bound by positional
powers, and as such, leadership has the possibility to be present at almost all levels of the organisation, rather than at only the highest position.

On the other hand, leaders, especially their public leadership style, have a significant influence on employees' behaviour and thoughts, as well as on their needs, demand and expectations regarding aspirations such as job satisfaction (Cakmak, Oztekin & Karadag, 2015:30). A study done by Yang, Pu and Guan (2019:1) in China found that leadership style and roles have a significant effect on employees' job satisfaction and organisational commitment, innovative behaviour and business capabilities. Cakmak et al. (2015:31) further contend that, when leaders transfer their feelings and thoughts to employees in a reliable manner, it will have a significant influence on the emotions, performance and job satisfaction of employees.

In the context of leadership style and role, Lee et al. (2019:274) found that, as compared to the public leadership role, transformational leadership is a precursor for employees' job satisfaction and not for turnover intention. Conversely, Jumani and Shan (2015) revealed, following a study conducted with secondary school teachers, that there is a negative correlation between job satisfaction and turnover intention. Yang et al. (2019:4) takes this argument further and posit that transformational leadership style and public leadership roles do not have a direct effect on turnover intention because the interconnection between the two leadership styles and turnover intention is fully intermediated job embeddedness, employee satisfaction, and organisational commitment, in that specific order.

1.6 RESEARCH DESIGN AND METHODOLOGY

This section outlines briefly the philosophical assumption that underpins this study as well as the research design and methods that will be utilised to find answers to the research questions. The most suitable methodology accepted in this study is a positivist, quantitative, survey type and correlation research design.

1.6.1 Research paradigm

A research paradigm, as described by Creswell (2014:6), is a fundamental set of views and philosophical orientation, directing a researcher's effort towards a study which could arise on the basis of the researcher's discipline orientation. Such a view would
arise from actions and the situation of the phenomenon under study (Creswell, 2014:10). This study investigates the interconnection between transformational leadership style, public leadership roles, employees’ job satisfaction and turnover intention. In this regard, a positivist research paradigm has been used to investigate these relationships.

1.6.2 Research design

A research design is an outline for the collection, measurement and analysis of data, to seek resolutions for the research questions under investigation (Sekaran & Bougie, 2013). McMillan and Schumacher (2010:66) put it in yet another way, namely that research design should be framed to address important research issues such as location of the study, purpose and type of investigation, unit of analysis, standard arrangements of research conditions and methods to answer possible questions. A correlational research design has been used in this study.

The correlational research design has been considered suitable for this investigation because the researcher sought to investigate the relationship between proposed factors such as transformational leadership style and public leadership roles. Conclusions such as employees’ job satisfaction and turnover intention across cases have been made by utilising fundamental intensive analysis and to provide the argument in a narrative presentation.

1.6.3 Population

A population, according to Sekaran and Bougie (2013), is a group of participants whom the researcher selects to investigate. The target population for this study was all the permanent employees (between levels 1-12), excluding employees in management positions, within the SASSA North West region. The size of the population was approximately 786 employees.

1.6.4 Sample technique and size

For the purpose of this study, a convenience sampling technique was employed to select participants for the study. According to Lavrakas (2008), convenience sampling is a non-probability sampling technique. Elements are sampled on the basis of
research done that they are a convenient source of data for the researcher. A convenience sampling technique was considered appropriate for this study. All members of the target population for this study shared common characteristics like easy accessibility, all residing in the same geographical vicinity, all were easily available if arranged beforehand, and willingness to participate (Etikan, Musa & Alkassim, 2016:2). Using this sampling technique, a representative sample size of 258 (participants were selected for this study according to Krejcie and Morgan's (1970:607-610) work on sample size determination.

1.6.5 **Data collection**

The main research tool utilised to collect data so that the objectives of the study could be realised and the research questions could be resolved, was a survey questionnaire. The questionnaire consisted of closed-ended questions to prompt the respondent to choose an option from a predefined list. Closed-ended questions were considered appropriate for the study as participants could respond to the questions in an honest way. The questionnaire was designed to test participants’ opinions, attitudes, experiences, processes, behaviour and perceptions of the transformational leadership style, public leadership roles, and also employees’ job satisfaction and turnover intention in SASSA North West. The quantitative survey questionnaire consisted of five sections, namely: demographic characteristics, transformational leadership theory, leadership roles, job satisfaction and turnover intention survey. The researcher distributed and collected the questionnaires personally in various offices across the region. The questionnaires had to be completed by participants and then placed into a sealed box in a designated office at the regional offices. The researcher collected the sealed boxes with the completed questionnaires.

1.6.6 **Data analysis**

Each response field in the questionnaire was numerically coded. The data contained in the completed surveys were transferred to an excel spreadsheet, in order to table each participant’s responses. The data were purified and uploaded to the Statistical Package for the Social Sciences (SPSS). The data were analysed by making use of descriptive scores, including mean scores, percentages and standard deviation (SD) (Maree, 2014:39). A Spearman rank-order correlation technique was used to measure
the interconnection between transformational leadership, job satisfaction and turnover intention, as well as to measure the relationship between the four public leadership roles, job satisfaction and turnover intention.

In Chapter Three the research design and methodology will be discussed in detail.

1.7 SIGNIFICANCE OF THE STUDY

Effective leadership development and intervention are vital for every organisation to function properly (Long et al., 2014:117). Driven by these needs, examining the relationship between transformational leadership style and public leadership roles and employees’ job satisfaction and turnover intention at SASSA North West region could:

- provide information to employers on how to design strategies that could increase job satisfaction of employees and reduce turnover intention;
- add to the existing mass of knowledge regarding the interconnection between transformational leadership style, public leadership roles, job satisfaction of employees and turnover intention;
- shed light on the possible mechanism through which interconnection may be established and provide strategies that could assist line managers in public sector departments to have a shared vision for all stakeholders in the public sector, and
- illuminate the processes through which transformational leadership style and public leadership roles enhance employees’ work behaviour.

1.8 ETHICAL CONSIDERATION

According to Resnik (2011), ethics entails the norms for conduct which differentiate between tolerable and intolerable behaviour. Ethical issues emerge at various levels of research and relate directly to values and the integrity of any research (Bryman et al., 2014:120). As an endeavour to adhere to ethical guidelines, permission to conduct this research as well as for completion of questionnaires by employees has been granted by the regional manager of SASSA North West after a written formal request sent to him. In order to guard against risks of confidentiality loss, all questionnaires would be distributed manually as hardcopies, whereby participants would be requested to complete them. Subsequently, they would be collected after a few days.
The proposed research method was reviewed by the North-West University Research Ethics Committee. Furthermore, to safeguard the namelessness of respondents, names of participants or any form of identification would not be required. The rationale behind this was to encourage the respondent to participate with honesty without any fear or favour. The data were subsequently sent to the North-West University Statistics Department for data capturing and analysis to ensure that all questionnaires could be analysed straight away, without tampering with the research information.

1.9 DEFINITION OF KEY TERMS

**Leadership style:** Leadership style is defined as ‘the pattern of behaviour that leaders act during work with and through others, as they perceive it’ (Al-Ababneh, 2013:94).

**Transformational leadership style:** Transformational leadership refers to the focus on the development and progress of the value system of followers, their inspirational level and standards with the preamble of their abilities (Nanjundeswaraswam & Swamy, 2014:58).

**Public leadership roles:** Public leadership is defined by Hartley (2018) as mobilising individuals, organisations and networks so that purposes, values and actions can be acted out or formulated with the goal to create or call for valued outcomes for the public domain. In the context of this study, the researcher has adopted the above definition as it provides the basis for establishing the interconnection between public leadership roles and the variables of employees’ job satisfaction and turnover intention.

**Job satisfaction:** Although there is no consensus to the explanation of job satisfaction, Luthans and Peterson (2002) propose that experiencing a feeling of fulfilment in a job is the emotional response of an employee to his/her work milieu and the determining of the degree to which employees’ benefits and expectations are met. In the context of this study, the researcher will refer to job satisfaction as including various factors such as remuneration, promotion opportunities, leadership roles, colleagues and the work as such, as defined by Agarwal and Sajid (2017:129).

**Turnover intention:** Turnover intention is referred to as the intention of leaving a current job or the intention of searching for alternative employment (Atang & Shareef, 2018:587). Turnover intention is also referred to as actual turnover, which is the last
in a series of detachment perceptions, an attitude or a set way of thinking (Bazana, Dywili & Mxenge, 2014:125). In this study, the terms ‘turnover intention’ and ‘actual turnover’ have been used interchangeably when referring to turnover intention.

1.10 OUTLINE OF THE STUDY

The research was structured as follows into five chapters:

Chapter One: Introduction to the study

This chapter entails the background and contextualisation of the research, the problem statement under investigation and the rationale for the study. The objectives and the importance of the study are explained. The research design and methodology applicable to this study are highlighted. In conclusion the research restrictions and layout of the chapters are outlined.

Chapter Two: Literature review and theoretical foundation

This chapter reviews the literature related to this research. The theoretical foundation applicable to the study is explored in detail in this chapter.

Chapter Three: Research design and methods

This chapter contains a discussion of the research design and methods used to conduct the study. A detailed description of the population, sampling techniques and data collection, as well as analysis technique, are provided in this chapter. The validity and reliability, as well as ethical considerations, are highlighted.

Chapter 4: Research findings, results and analysis

This chapter reports on the empirical findings from the questionnaire that was administered to selected participants.

Chapter 5: Summary of findings, recommendations and conclusion

This chapter provides a detailed summary of the findings. Recommendations and conclusions emanating from the study are provided in this chapter.
1.11 SUMMARY

The first chapter of this study provided the background and the research problem for the research. The chapter provided the rationale for the study, highlighting that limited empirical research with regard to the relationship between transformational leadership style, public leadership roles, employees’ job satisfaction and turnover intention has been conducted by scholars in South Africa, especially in the North West government agencies.

Chapter Two will give a perception of the theoretical foundation used in this research and in the work of other researchers in the study field.
CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FOUNDATION

2.1 INTRODUCTION

The previous chapter provided the scene for the current study by explaining a synopsis of the vital understanding that underpins the interconnection between the two independent variables namely transformational leadership style and public leadership roles, and the two dependent variables namely employees’ job satisfaction and turnover intention. This chapter reviews available literature relating to public administration, with specific attention to transformational leadership style, public leadership roles, employees’ job satisfaction and turnover intention. The chapter begins by studying some of the universally accepted leadership theories, as well as theories of job satisfaction and turnover intention. A review of available literature relating to the interconnection between transformation leadership style, public leadership roles, and employees job satisfaction and turnover is then provided.

2.2 CONCEPTUAL-THEORETICAL FRAMEWORK

Anderson and Widener (2007:325) contend that theory has the function to define the suitable setting for the research and the unit of analysis, to identify critical variables and inform elements and to stipulate the form of the empirical test. Swanson (2007:327), reasons that the theoretical framework should express the name of the discipline and the purpose thereof as precisely as possible to determine what could be regarded as belonging within the scope of that field of study or outside it.

Over an extended period, leadership has been identified as an icon in the management literature (Hart & Quinn, 1993:543). However, numerous theories have been developed in recent years to explain and clarify the vital roles leadership play to develop proficient personalities among persons from the perspective of the organisation as well as its members (Qing et al., 2019:2). Some of the most important theories emerging during the 20th century are the trait theory, great-man theory, process leadership theory, style and behavioural theory, transactional, transformational and laissez-faire leadership theory (Khan & Khan 2016:1). These theories have been aimed at predicting the way various types of leadership behaviour
function to supply stimulation of a process to motivate employees, as proved by employees’ job satisfaction and reduced turnover intention.

In order to afford a comprehensive viewpoint on the interconnection between transformational leadership style, public leadership roles, employees’ job satisfaction and turnover intention, the following theories have been considered relevant to the current study, namely transformational leadership theory, public leadership roles theory, job satisfaction theory and turnover intention theory.

2.2.1 Theory of transformational leadership

The transformational leadership theory was first proposed by Bass (1995). The theory provides an understanding of the duality that leaders face in current organisational settings (Mitiku, Hondeghem & Troupin, 2017:368; Trottier, Van Wart & Wang, 2008:321). The transformational theory has been considered suitable for the current study as it differentiates itself from other leadership theories. Research has proven that the theory of transformational leadership's effectiveness is universally accepted as a theory applicable to the understanding of leadership experiences of management structures in public sector organisations (Bass & Riggio, 2006; Kouzes & Posner, 2007; Mohamed et al., 2016:890; Strack, Fottler & Kilpatrick, 2008). This theory entails the involvement of employees in the processes or actions associated with personal factors towards the organisation and procedures that will result in some social advantages for the organisation (Khan & Khan, 2016:3).

Management theory and transactional leadership are concerned with the leadership of teams. Transformational leadership is focused upon securing of changes in the organisation through interactive dealings between the leading person and other role players (Van Wart, 2013). Compared to other leadership theories, transformational leadership is focused upon the needs and input of employees with the aim to transform the organisational workforce into leaders by empowering and inspiring them (Khan & Khan, 2016:3). The theoretical framework for this study is presented in Figure 2.1.
The modern-day organisational environment has shaped the call for new styles of leadership to inspire positive transformation and enhancement (Sart, 2014:73). Transformational leadership is the most common leadership style that can be adapted to improve modern-day organisational work performance (Khan & Varshney, 2013; Mohamed et al., 2016:890). Transformational leadership style refers to the practice that management in an organisation adopts to convert organisational values into actions, vision into realities, difficulties into innovation, separation into harmony, and risk into rewards (Kouzes & Posner, 2012). However, the development of mainstream leadership theories took shape in the 1970s, when researchers drew attention to the fact that transactional leadership theory had to be regarded as the central theory to understand leadership research. Opposite to that, transformational leadership theory was largely ignored (Çetin, 2012:77; Van Mart, 2003:217).

Transformational theory, also known as the relationship theory, places emphasis on the relationship between organisational leaders and the workforce (Amanchukwu, Stanley & Ololube, 2015:8). Khan and Khan (2016:3) concur that transformational leadership will elevate motivation and ethical standards for both the employees and leaders, based on shared values, beliefs and goals. This theory explains that leadership is a process by which leaders motivate, inspire and engage employees by assisting them to reach their potential. A relationship might be created that will lead to
job contentedness and motivation, so that employees would become committed to the organisation (Amanchukwu et al., 2015:9).

Comparison between the transformational theory and charismatic leadership theories occurs often. According to the last-mentioned, leaders with specific potential skills such as self-confidence, friendliness and clearly described values, are focused on the performance of employees (Lamb, 2013). Charry (2012) advocates that transformational leadership style often has high ethical and moral standards and these leaders aim at assisting the workforce to perceive the importance of achieving the organisational goals. In other words, transformational leaders are regarded as visionary, inspiring or charming leaders (Orazi et al., 2013). Transformational theory suggests that transformational leaders and followers set aside their personal concern to the advantage of the organisation (Khan & Khan, 2016:3).

### 2.2.2 Public leadership roles theory

The demand for leadership roles in public sectors has been investigated from a competitive perspective, using roles identified from private sectors (Wyse & Vilkinas, 2004:205). A public leadership role can be described as a public manager taking the lead in managing and guiding public government, directed at the implementation of political programmes (De Gennaro, 2018; Van Wart, 2013). Leadership theories have mostly paid attention to the private sector, but public leadership began to gain a position in the leadership literature during the 1980s and 1990s, due to the ever-increasing call on public sector reforms in both developed and developing nations (Çetin, 2012:79). This study will adopt Hart and Quinn’s executive leadership roles to understand the interconnection between public leadership roles and employees’ job satisfaction and also the relationship between public leadership roles and employees’ turnover intention.

According to the model of Hart and Quinn (1993), executive leadership roles are built upon the competing values framework, as developed by Quinn and associates (Hart & Quinn, 1993; Quinn, 1981; Quinn & Cameron, 1988). Research has employed this model and validated it as effective to study managerial leadership and organisational effectiveness (Hart & Quinn, 1993:548). Hart and Quinn identified four leadership roles, namely the motivator vision setter, motivator, analyser and taskmaster (Hart and
These roles belong under two core dimensions, namely flexibility/stability and external/internal guidance (Meloa, Silvab & Parreiraa, 2014:294), as mapped to the four quadrants of the competing values framework (Quinn, Thompson, Faerman, McGrath, 2003), namely human relations model, open systems model, rational goal model and internal processes model, as shown in Figure 2.1 below.

Figure 2.2: Competing values framework

Source: Quinn et al. (2003:11)

The human relations model embraces the roles of facilitator and mentors. This model’s criteria for effectiveness place emphasis on flexibility and internal focus and accentuate commitment, cohesion, morale and human resource development (Meloa et al., 2014:293). The principles of the motivator leadership role entail that participation will encourage the commitment of employees to the business. The core values are
participation, conflict resolution and building of consensus. The facilitator has to be focused on the process and has to become an emphatic mentor. According to Quinn et al. (2003:11), motivator leadership roles encourage joint efforts, promote coherence and teamwork, and manage personal conflicts. Mentors are committed to develop people through careful guidance and empathy. Leaders therefore contribute to enhance the skills of team members and to plan the personal development of subordinates in individual context.

The emphasis of the open system model is on flexibility and external focus, which highlight the necessity of leadership in a world that changes fast, in which knowledge is measureless (Meloa et al., 2014:293). The model emphasises readiness, growing, gaining of resources and support from external sources. Because leaders do not have much time to dedicate to issues regarding the organisation and planning, they have no other option than to make quick decisions. Quinn et al. (2003:11) offer that leaders have to accept core processes, including adaptation, creative ways to solve problems, new and original ways of thinking, and transformational management. Leaders should therefore become creative innovators and negotiators who use their leadership power to become influential people within their organisation. According to Meloa et al. (2014:293), it is usual that innovative persons are imaginative people, thinking beyond the ordinary. They pave the way for adaptation and change. On the other hand, negotiators regard it as important to sustain external rightfulness and to get hold of external resources.

The rational goal model places emphasis on control and external focus. Planning to determine aims, as well as productivity and effectiveness are regarded as efficacy. Viewing the role of the leader according to this perspective, he/she is to develop into a decisive director and a practical producer (Meloa et al., 2014:293). As directors, managers emphasize planning, setting up of goals and the description of objectives. Producers are task-inclined, work-focused and display high levels of interest and self-inspiration.

The criteria for efficacy in the internal processes model are stability and continuity, on the basis of the assumption that stability is forwarded by procedures being clearly described (Meloa et al., 2014:293). The emphasis is placed on control and internal focus. Information management, communication, stability and control are regarded as
important elements for managers as monitors. They should have good knowledge of activities in their sections and examine whether people adhere to the rules. As coordinators, their highest priority should be to organise and coordinate the team’s attempts (Quinn, 1988). Applying the competing values framework to this study, effective public leadership is the one that practices the four leadership roles as identified by Hart and Quinn (1993).

2.2.3 Job satisfaction theory

Job satisfaction entails the extent of employees’ positivity or negativity regarding their jobs (Khan, Khan, Nawaz & Qureshi, 2010:46). Various theories have been advanced to investigate employees’ feelings of job satisfaction in an organisational working environment (Khan et al., 2010:45). Most of the theories regarding job satisfaction have originated with Maslow’s theory of Hierarchy of Needs (1943), but the following theories have also been widely used, namely Herzberg’s Two Factor theory; Theory X and Theory Y; Alderfer’s ERG theory; McClelland’s theory of Needs; Theory of Behaviour Modification; Cognitive Evaluation theory; Goal Setting theory; Reinforcement theory; Expectancy theory, and Equity theory (Khan et al., 2010:45). The expectancy theory forms the theoretical framework to explain and understand the various facets, namely work as such, supervision, co-workers, remuneration and elevation of job satisfaction.

The notion ‘expectancy’, derived from the expectancy theory, forms a significant part of the process theories that are applicable to job satisfaction (Luthans, 2005:246). The expectancy theory was initially proposed by Vroom (1964). The concept behind the expectancy theory is that, before any event can take place, one has an expectation, and this expectation produces positive results, then one is satisfied; but if the expectation produces negative results, one is not satisfied (Ngo-Henha, 2017:2764). The theory postulates that individuals will be inspired to take actions to achieve their goals if they trust the value of that goal and if it is most likely that their actions will assist them to achieve those goals (Khan et al., 2010:51). Vroom (1964) predicts that employees behave in a particular manner because they are rewarded by the desirable outcome of such behaviour (Weihrich & Koontz, 1999:470). The expectancy theory is regarded as the most applicable all-inclusive theory regarding motivation and job satisfaction (Steers et al. 2004; Robbins, 2005:60). In the theory three most important
variables can be identified, namely: valency, expectancy and instrumentality. According to Khan et al. (2010:51), valence is the combination of elements such as worthiness, inducement, attitude and anticipated utility for a specific output, which form the power of a person’s preference. Valence is the significance of the reward an employee gets for displaying a specific performance. The employee will assess the reward for performance by taking into account various aspects such as wants or needs, values and morals, objectives and sources of the motivation. While employees will decide to behave in a particular way, they will first give consideration to factors that have stronger motivational force.

Expectancy is referred to as the motivation that inspires employees to behave in a particular manner rather than practising other types of behaviour (Salaman et al. 2005). Khan et al. (2010:51) point out that expectancy denotes the likelihood that specific individual attempts will result in a specific meaningful result. More specific, expectancy is derived from the individual belief that performing a particular form of behaviour will help the employee to achieve the desired performance. Hence, this expectation will help the individual employee to be committed and fully engaged in the organisation, or to demonstrate counterproductive work behaviour.

The extent to which a first-level outcome will result in a desired outcome at the second level is conducive (Khan et al., 2010:51). In other words, instrumentality is linked to the ways in which the organisation reward their employees' performance outcomes. In this regard, employees will be encouraged to engage in the organisation in a manner that will provide them with a greater reward after a successful accomplishment. Lack of instrumentality or reward, opposite to that, will lead to employees’ low level of organisational commitment and subsequent counterproductive work behaviour (Luthans, 2005:247).

Vroom recognised that the different needs and motivations of individuals are important (Weihrich & Koontz, 1999:471). Expectancy theory implies for example that individuals should attach value to rewards used to influence employees’ behaviour (Perry et al., 2006). According to this theory three factors will lead to motivation, namely: the extent of the desire to be rewarded (valence), the rough calculation of how possible it would be that a person’s attempts will result in performance regarded as successful (expectancy), and a person’s calculation that the reward will be received, following
performance (instrumentality). Take note of the summarised explanation (Khan et al., 2010:51; Newstrom, 2007:115): Valence $\times$ Expectancy $\times$ Instrumentality = Motivation and job satisfaction

2.2.4 Turnover intention theory

Employees’ turnover intention is a vital factor that is significantly important to the employees of an organisation, although a serious challenge to the organisation (Ahmed, Sabir, Khosa, Ahmad & Bilal, 2016:88). Research has shown that leadership style and roles, job satisfaction, organisational commitment and employees’ commitment are the motivational reasons behind employees voluntarily leaving the organisation (Harris, Tang & Tseng, 2002:1). Employees’ turnover intention is still actively studied as a topic in theoretical and empirical research in the area of organisational behaviour (Harman, Lee, Mitchell, Felps & Owens, 2007:51; Ngo-Henha, 2017:2760). However, even though older theories of employees’ turnover are often being retested and improved, modern theories are introduced so that the interconnections between leadership styles and turnover intention can be tested. The job embeddedness theory serves as the theoretical framework used in this study to understand employees’ turnover intention.

Job embeddedness entails a wide group of related forces which make it more difficult for employees to quit their current jobs (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001; Purba et al., 2016:175). Holmes, Baghurst and Chapman (2013:802) say that job embeddedness answers the question about why employees stay in the current job. The job embeddedness theory initially aroused from Lewin’s (1951) study on the theory of figures and field, according to which embeddedness is viewed as a web in a framework that is two-dimensional (Holmes et al., 2013:803; Mitchell et al., 2001). The theory posits that employees have various connections and links within their organisation and the environment, and it is complicated to separate those from the organisation (Ngo-Henha, 2017:2763).

For this reason, many employees are afraid to lose these links and connections for accepting a new job or unfamiliar new environment (Mitchell et al., 2001; Zhang, Fried & Griffeth, 2012). Mitchell et al. (2001) claim that employees will not intend to quit their current jobs if they are still feeling a sense of embeddedness towards their
organisation. If not having that feeling, they become receptive to turnover intention appeals (Ngo-Henha, 2017:2763). Mitchell et al. (2001) describe that job embeddedness is determined by means of satisfying the requirements and welfare of employees, and it comprises of three aspects, namely links, fit and sacrifices (Ngo-Henha, 2017:2763).

It can be deduced that link is employees’ extent of connection to their jobs, co-workers, team or organisation (Holmes et al., 2013:802). Job fit, opposite to that, is the extent to which employees best fit into their jobs and communities and how these factors show similarity to, or match with other factors in their life spaces (Purba et al., 2016:175). According to Holmes et al. (2013:802), sacrifice refers to employees’ comfort regarding breaking of links and what they would lose if they quit their current jobs, and it lends itself to job changes or transitions. Studies have found that these three aspects of job embeddedness theory have a strong influence on the turnover intention of employees (Jiang et al., 2015).

2.4 TRANSFORMATIONAL LEADERSHIP

Transformational leadership is considered as a style of leadership that motivates lower-level employees to be engaged, committed and satisfied, with no intention of leaving the organisation (Kouzes & Posner, 2012). Transformational leadership style and actions have been found to have a significant positive effect on enhancing employees’ work performance behaviour, thereby increasing the general organisational performance (Ali et al., 2014; Common, 2011; Mohamed et al., 2016:890). According to Al-Ababneh (2013:94), leadership style is described as the form of behaviour portrayed by line managers in an organisation during working with and through others, as they perceive it.

However, according to the NDP Vision 2030, although the transition of the South African economy from the apartheid leadership styles to the democratic state leadership style has been a success, the country is still in need of transformational leadership style and public leadership roles in its public sector departments. With all these challenges, the country needs a breed of leadership which is visionary, developmentally oriented, innovative, empowerment-oriented and supportive. According to leadership theories, one of the differentiating characteristics of
transformational leadership style is to effectively create an ideal vision or goal for the department or organisation (Bryman, 1992; Conger & Kanungo, 1988; Yukl, 1994).

According to Ariyabuddhiphongs and Kahn (2017:215), transformational leadership style can be regarded as the most important factor to create a high level of job satisfaction and a lower turnover intention. Opposite to that, Long et al. (2012) argue that a transformational leader is a calibre of leader with the ability to inspire, stimulate and transform subordinates to strive harder to accomplish beyond expectations. Amankwaa and Anku-Tsede (2015) are of the opinion that a transformational leadership style will assist in motivating both the line managers and employees at a moral level and will create a better prospect for organisational growth. Tummers and Knies (2015:433) contend that a transformational leadership style does not complement the precise aspects of public leadership roles in public section organisations.

2.4.1 Characteristics of transformational leadership

Transformational leadership shows various characteristics, of which each of them has a unique impact on different employee workplace attitudes and behaviour, such as work engagement, job satisfaction, turnover intention and job performance (Ali, Lodhi, Orangzab, Raza & Ali, 2018:255). According to Hart and Quinn (1993:543), efficient leaders are described as visionary, inventive, energetic and participatory. Their personalities show charisma, and they do not shy away from transformation. Their leadership style is aimed at empowerment and motivation of others. Saloni (2019:9) revealed that the three main leadership competencies for the survival of an organisation would be an ability by leaders to be aware of the reality of a situation, and to react effectively on the perceived reality, even in the absence of resources to evaluate important consequences carefully. The abilities to rapidly learn from previous practical knowledge gained and to include such lessons into future plans for execution are equally important. Long et al. (2012) identify four types of transformational leadership behaviour or characteristics, namely idealised influence, inspiring motivation, intellectual urge, and individualised consideration.

Idealised influence, also known as charismatic influence, attributes or behaviour, refers to transformational leaders with consistent underlying ethics, principles and
values. They view the needs of others as more important than their own, and are prepared to share risks with other people (Givens, 2008: 20; Sart, 2014:73). Transformational leaders with idealised influence show sensitive concerns and awareness of employees’ needs, such as job satisfaction (Jung & Chow, 2008; Khan & Khan, 2016:4). According to Mitiku et al. (2017:368), idealised influence refers to attributes of leaders which inspire people led by them to follow in their footsteps, while their confidence and loyalty are stimulated.

Inspirational motivation provides a source of morale boosting and challenges employees to reach a set of organisational goals (Khan & Khan, 2016:4). More specifically, inspirational leadership captures a transformational leader’s ability to create passion, positive attitudes and team spirit. Others are inspired to see in their mind’s eye a promising future and purpose, and challenge provided within their work (Mitiku et al., 2017:368).

Followers who are stimulated intellectually will be encouraged to become more creative and original with regard to problem-solving skills (Khan & Khan, 2016:4). Transformational leaders encourage people to utilise different approaches to situations or difficulties they experience; to look from a different angle, for example by investigating intrinsic presumptions so that difficulties can be reframed (Mitiku et al., 2017:368).

Transformational leaders support their followers by encouraging training and mentoring activities aimed at accomplishment of full potential (Van Wart, 2013). These include provision of opportunities to improve knowledge. Individuals’ needs for development and accomplishment receive attention and a helpful atmosphere to improve learning and development is established (Sun & Anderson, 2012).

2.4.2 Relationship between transformational leadership style and employees’ job satisfaction

Transformational leadership style has been linked to employees’ positive outcomes and encourages employees to obtain higher-order requirements like self-realisation and self-worth (Khan & Khan, 2016:4). Other scholars (Brown & Treviño, 2006; Newman et al., 2015; Ofori, 2009; Qing et al., 2019:2) posit that transformational leadership is a vital resource to the organisation as it is positively and significantly
related to the motivation and job satisfaction, performance and commitment of employees. Purba, Oostrom, Born, and Van der Molen (2016:174) found that the trustworthiness of leaders in an organisation has an impact on relationships between leaders and employees.

According to first-hand evidence it seems that the styles of leaders have an important influence on the behaviour of employees (Bennett, 2009; Karsten et al., 2009; Holmes et al., 2013:804). Cakmak et al. (2015:35) found in their study that there is indeed a positive medium-level association between transformational leadership style and employees' level of job satisfaction. Saleem (2015) supports these findings and further elaborates that transformational leadership is positively associated with job satisfaction. This implies that transformational leaders can bring about changes in the psychological frames of mind of members of the organisation because of their stimulating and motivating behaviour.

2.4.3 Relationship between transformational leadership style and employees' turnover intention

Several studies have revealed that transformational leadership enhances the outcomes of employees (Mostafa, 2019:1168). However, Mostafa (2019:1168) argues that various influence processes could take place by which transformational leaders could influence employees. De Gennaro (2018) found in Italian context that, when line managers in public sector institutions are confronted with ongoing changes, they act as transformational leaders and display the objectives of the ability to influence inherent motivations to ensure acceptance of the change. By doing so, employees in an organisation can be convinced to perceive the changes as to the benefit of administration.

Compared to the public leadership roles, transformational leadership style is known as a leadership style or role model whom employees respect, trust and try to compete with (Carmeli et al., 2013). Transformational leaders are caring and concerned about their subordinates and treat them fairly, therefore they have good relationships with their subordinates. Factors like meaningfulness of communication, trust between all parties and frankness support these relationships (Mostafa, 2019:1167).
Transformational leaders promote teamwork and unity within groups and friendship. Stronger connections between group members are formed as a result.

According to Bottomley et al. (2016:392), transformational leadership inspires employees to surpass their projections regarding work. The more complex psychological needs of followers are fulfilled and their potential is developed. Mostafa (2019:1170) supports this view in the way that transformational leadership raises the level of association of employees with their work. The feeling that their contributions to the organisation are valuable is enhanced. Increased satisfaction and involvement with a person’s job will most probably be achieved. As a result of all the above-mentioned factors employees will maintain higher levels of flexibility, strength and excitement while they are working. Gyensare, Kumedzo, Sanda and Boso (2017:324) found in their study that transformational leadership had a negative connection to voluntary turnover intention (\( \gamma = -.16, p < 0.01 \)). The results of a study by Park and Pierce (2020:6) showed that turnover intention was directly predicted by transformational leadership (\( \beta = -0.210; p \leq 0.01 \)). It was shown that transformational leadership style practised by local office directors could directly be connected to a negative and direct influence on the turnover intentions of child welfare workers.

### 2.5 PUBLIC LEADERSHIP ROLES

To guarantee political stability and stimulate economic growth, public leaders will strive towards the reformation of a country’s public service administration, and a public leadership role is explicitly considered as a flashlight to a country’s reformation (Mitiku et al., 2017:366). However, the current South African public service approach to public leadership transformation poses material challenges to leaders and management structures in the administration of public services. Leadership behaviour is the decisive factor regarding employees’ satisfaction, their dedication of attachment and feeling of being anchored in their job, emotional commitment and other changeable outcomes (Yang et al., 2019:4). Public leadership research has been identified as an exchange between politics and administration, therefore also a division between political and non-political leaders (Çetin, 2012:79; Lane & Wallis, 2009:107).

Tummers and Knies (2015:433) identify in their study four leadership roles applicable to public leaders, namely: accountability leadership, political loyalty leadership,
network governance leadership and rule-following leadership. Tummers and Knies (2015:434) further highlight that these roles could enable employees to handle issues relating to accountability, adherence to rules and policies of government, political loyalty, and administering networks. Although more public leadership roles could be mentioned, these four public leadership roles, as identified by Tummers and Knies (2015), were considered applicable to the current study as all of them are related to public service administration.

According to Tummers and Knies (2015:436), accountability leadership encourages employees to validate and elucidate their actions to involved parties. Research has shown that accountability leadership entails the essential values for line managers in the public sector as they are accountable to several stakeholders (Karsten, 2015; Van der Wal et al., 2008). Karsten (2015) further states that national and provincial politicians, local municipalities, the communities, employees and media are among the critical stakeholders experiencing the impact of public leadership roles. Public leaders who follow political loyalty leadership motivate employees to act in accordance with the best interest of their political parties at any price (Tummers & Knies, 2015:436). Public leaders who follow network governance leadership motivate employees to connect with and effectively work towards the best interest of their relevant stakeholders (Tummers & Knies, 2015:436). Public service leaders who adapt to rule-following leadership are categorised as leaders encouraging their followers to act according to the state’s rules and regulations (Tummers & Knies, 2015:436).

Against the current disruption in technology in the modern organisation, the association between employee and organisational performance is a crucial challenge to leaders in the modern-day organisation (Saloni, 2019:1). Public sector organisations depend on their leaders to implement their performance management systems and to lead the process of continuous goal setting, training, performance appraisal and feedback (Van Waeyenberg & Decramer, 2018:3093). De Gennaro (2018) argues that roles and styles of public leadership in the public sector differ from the leadership roles in the private sector. Ariyabuddhiphongs and Kahn (2017:215) reveal that public leadership roles of line managers might reduce employees’ job satisfaction and increase turnover intention because of employees’ insufficient trust in their managers and their perceived performance.
Although the majority of studies have up to now focused on the relationship between transformational leadership and employees' level of job satisfaction and turnover intention, the public leadership role concept classified under the leadership style is of equal value and of utmost importance for public leaders (Chapman et al., 2017:2). The last decade has shown that leadership in the public sector and its impact on employees are attracting much attention (Chapman et al., 2017:3; Orazi et al., 2013; Vogel & Masal, 2015; Van Wart, 2013). Van Wart (2013) characterises public sector leadership style as the interaction of two types of leadership, namely political and administrative. Van Wart (2013) further postulates that these two leadership styles strive towards results delivered through other people, and that their critical roles entail directing and leading of the organisation towards the realisation of its aims and objectives.

2.5.1 Relationship between public leadership roles and job satisfaction

In public sector departments leaders have the authority to affect the attitudes of followers towards their job (Yukl 2013; Qing et al., 2019:7). Prior research provides strong evidence of the interconnection between ethical leadership and job satisfaction of employees. The feeling of contentment with such leaders among followers has already been revealed by prior studies (Guchait et al., 2016; Qing et al., 2019:7). Agarwal and Sajid (2017:129) argue that in the public sector environment, employees are dissatisfied with their jobs due to factors such as low payment rewards, superior-subordinate relationships, inadequate fringe benefits, ineffective human resource policies, and lack of promotion opportunities. Agarwal and Sajid (2017:124), however, further believe that some employees in the public sector are satisfied with their jobs due to less tension, high stability of employment, fewer working hours, reduced work-family conflicts, guaranteed pay increases and strict progression. Research on job satisfaction has furthermore shown that employees’ job satisfaction directly influences their turnover intention. The results of a study by Tummers and Knies (2015:446) show that job satisfaction is significantly positively related to accountability leadership (272), political loyalty leadership (.106), rule-following leadership (.200), and network governance leadership (.238).
2.5.2 Relationship between public leadership roles and employees’ turnover intention

Arwa (2017:4) points out that employees’ turnover intention is usually a result of a negative relationship between leaders/managers and their followers in the workplace. Arwa (2017) further extends this argument by reasoning that leaders/managers should be held responsible for the low percentages of work engagement and high turnover rates. Sulamuthu and Yusof (2018) found in their study that public leadership roles have a significant effect on employees’ turnover intention. Studies argued that by measuring employees, real turnover intention can be proved challenging as it will lead to most scholars placing reliability on employee turnover intention to symbolise the actual turnover (Park, Staggs, Diane, Dunton, Boyle & Bergquist-Beringer, 2014). Holmes et al. (2013:802) found that employees believe that they are devalued by their organisation when noticing a lack of knowledgeable leadership and communication. The results of a study by Tummers and Knies (2015:446) indicate that three of the four public leadership roles, namely network governance (-.103), accountability leadership (-.209) and rule-following leadership (-.203) were significantly negatively related to turnover intention.

2.6 EMPLOYEES’ JOB SATISFACTION

Job satisfaction represents an employee’s positive experience of various factors such as remuneration, chances for promotion, co-workers and the work as such, which encourage an employee to work efficiently (Agarwal & Sajid, 2017:129). Research has shown that employees’ level of job satisfaction is mostly related to leadership style as well as organisational value standards like job performance, frequency of absence from work and turnover (Judge, Parker, Colbert, Heller & Llies, 2001). Bowling et al. (2018:383) argue that job contentment is vital for success in the organisation, because it is related to valued organisational standards, such as job performance, frequency of absence from work, and turnover. Moreover, employees’ dissatisfaction with their jobs will generate a negative impact on their performance and subsequently result in higher turnover intention.

When the combination of intrinsic/motivators and extrinsic/hygiene under which employees work is conducive, the employees will always be satisfied with their jobs
(Ohunakin et al., 2016:368). Conversely, Alshmemri, Shahwan-Ak, and Maude (2017:12) assert that motivational factors from line managers and potential regarding earnings are the most critical factors that satisfy employees in an organisation. Eason, Mazerolle, Monsma and Mensch (2015:1247) reason on the other hand that dissatisfaction with a job is a primary predictor of turnover intention of employees. Other scholars (Cakmak et al., 2015:30; Yigit, Dilmac & Deniz, 2011) believe that the assurance of life satisfaction is one of the most important factors to assure that people’s lives are contented and that the meaningfulness of their lives will improve. Cakmak et al. (2015:30) support this view in the way that one manner for a person to obtain life satisfaction is to experience satisfaction in the area where they are mostly present, namely their life at the workplace; therefore job satisfaction makes it possible to enjoy life satisfaction.

Research identified various factors contributing to employees' motivation or satisfaction in the workplace (Khan et al., 2010:47). These factors include personal morale, positive interconnections, and management built on insight in individual and group behaviour. All these factors are realised through interpersonal skills like ‘motivating, counselling, leading and communicating’ (Khan et al., 2010:47; Weihrich & Koontz, 1999:42). Ward (2019:61) explain that job satisfaction can be divided into two affective components: employees’ feelings regarding certain work facets and overall feelings of job satisfaction.

### 2.6.1 Facets of job satisfaction

The importance of job satisfaction has been questioned in organisational research (Bowling, Wagner & Beehr, 2018:383). The various facets of job satisfaction evaluate employees’ attitude towards particular aspects of their job. The most common facets of satisfaction attracting attention to be researched are the job as such, supervision, co-workers, payment and promotional opportunities (Bowling et al., 2018:384). Ward (2019:61) explains that individual employees will evaluate facets of their job before deciding whether he or she is satisfied with the job. Research has found that each of these five facets of job satisfaction is highly reliable and consistent for measuring employees’ job satisfaction. Furthermore, each of these facets was positively related to global job satisfaction, and negatively related to employees’ turnover intention (Bowling et al., 2018:384; Martins & Proenca, 2012).
Regarding the job as such, studies have also found that employees’ job satisfaction positively correlates with employees’ favourable cognitive beliefs about whether their current job provides opportunities for prestige, personal growth and job security (Bowling et al., 2018:387; Storbeck & Clore, 2007). One of the apparent predictors or facets of employees’ job satisfaction is how well employees are treated by their direct supervisor (Bowling et al., 2018:388). Earlier studies showed that social support from supervisors will be positively correlated, while mistreatment by a supervisor will correlate negatively with employees’ satisfaction (Duffy, Ganster, & Pagon, 2002; Frone, 2000; Tepper, 2000).

Prior research predicted that employees’ level of satisfaction with co-workers is to some extent resulting from the interpersonal treatment they receive from co-workers (Bowling et al., 2018:388). In this regard, social support from co-workers is anticipated to relate positive to the level of job satisfaction, while mistreatment from co-workers is anticipated to relate negative to employees’ level of job satisfaction (Fenlason & Beehr, 1994; Viswesvaran et al., 1999; Duffy et al., 2002; Frone, 2000; Spector & Jex, 1998).

Employees’ satisfaction with payment is related to an individual’s perception of the organisation’s administration policies and perceptions of fairness regarding payment (Williams, McDaniel, & Nguyen, 2006). Cakmak et al. (2015:30), argue that if employees perceive that they are being rewarded less, even though they are working more, they will develop a negative attitude towards their colleagues, managers and work as well as dissatisfaction in their jobs.

Also based on organisational justice theory (e.g., Colquitt, 2012), satisfaction with promotional opportunities is expected to result from the perceived fairness with which promotions are awarded within one’s organisation. It is therefore predicted that promotion-focused distributive justice and promotion-focused procedural justice (Beehr, Nair, Gudanowski & Such, 2004; Webster & Beehr, 2013) would both be positively related to the FSS promotion subscale.

2.5 TURNOVER INTENTION

Employees are a valuable and productive resource for any organisation, and they play an essential role in the sustainable growth and development of an organisation (Singh,
However, one of the most challenging tasks for leaders in an organisation is to retain existing employees. Organisations risk losing large sums of money due to employees' voluntary turnover rates (Purba et al., 2016:174). Traditionally, studies showed that negative job attitudes, such as low levels of job satisfaction, are the most important causes of employees’ turnover intention (Harman et al., 2007:51). Employees’ turnover intention are regarded as the actual behaviour of an employee voluntarily quitting the organisation (Yang et al., 2019:2). Ngo-Henha (2017:2760) describes it in yet another way by stating that employee turnover refers to a situation where an employee in an organisation ceases to be a member of the organisation. Scholars have shown that employees’ actual turnover behaviour is positively related to their turnover intention (Lee, Ha-Brookshire, 2017:465; Yang et al., 2019:2).

Employees’ turnover intention has been found and identified as a strong predictor of actual turnover that will always have a negative impact on the organisation (Bryant & Allen, 2013; Erat et al., 2012). Gatling, Hee Jung and Jungsun (2015) argue that although actual employees’ turnover is influenced by difficult circumstances in the workplace, employees’ turnover intention is related to employees’ intention to quit their current organisation due to perceived management behaviour as well as withdrawal behaviour such as inadequate performance in the workplace and poor attendance.

2.5.1 Reasons for employees’ turnover intention

An organisational workforce always needs guidance and direction. Ahmed et al. (2016:90) advise that an effective leadership style and role might assist the organisation in lessening the incidence of employees’ turnover intention in their respective organisation. Employee turnover can either be voluntary or involuntary and can be affected by leadership styles and roles (Ali, Jan & Tariq, 2014:49). Involuntary employee turnover is the termination of employees’ services initiated by the organisation, while voluntary turnover is termination of services initiated by the employee (Greyling & Stanz, 2010). Ngo-Henha (2017:2760) classifies employees’ turnover intention into three different categories, namely: unavoidable turnover, desirable turnover and undesirable turnover. Ngo-Henha (2017) further explains that undesirable employees’ turnover intention might occur due to retirement, sickness or family matters, while desirable turnover applies to incompetence of employees.
Contrasted to that, undesirable turnover can also occur when competent, skilled and talented employees intend to quit the organisation against the will of their leaders.

Employees’ reasons to leave an organisation are different, and may be ethical, personal, cultural, professional and technological, and/or as a result of job dissatisfaction (Ziy-Ur-Rahma, Lavanya & Devi, 2018). On the other hand, Erat, Erdil, Kitapci and Comlek (2012) reveal in their study that employees’ turnover intention is influenced by factors such as employees’ decision to quit the organisation, management’s attitudes towards performance management, outside job demands, job satisfaction, remuneration, job enrichment and stability. Ahmed et al. (2016:88) found that employees’ turnover intention is influenced by factors such as organisational stability, leadership style and roles, remuneration level, the industry, working conditions, training and supervision.

Scholars have revealed that employees’ turnover intention can be considered by an organisation as an effective substitution for actual force turnover (Jaros et al., 1993; Muliawan et al., 2009; Tett & Meyer, 1993). Bothma (2011) proclaims that employees’ turnover intention can also be influenced by personal and contextual factors such as alternative employment opportunities and the external job market. Harman et al. (2007:51) endorse that expectations of outcomes such as low earnings potential and promotional opportunities are motivations behind employees’ turnover intentions.

Research has mostly focused on negative workplace attitudes such as low levels of job satisfaction (Harman et al., 2007), and ineffective leadership style and role (Arwa, 2017:4). Ethical, personal, cultural, professional, and technological factors (Ziy-Ur-Rahman et al., 2018), and management attitudes towards performance management (Erat et al., 2012) can be considered as motivational factors for employees’ turnover intention. There is a need to investigate the influence of positive factors such as transformational leadership style and public leadership on employees’ turnover intention. In addition, factors such as achievement of personal work-related goals that suit employees’ personal needs to a greater extent should also be considered.

2.5.2 Strategies to reduce employees’ turnover intention

Employees’ turnover intention has been identified as one of the most significant organisational problems, and one of the reasons why much effort is being invested in
reducing employees’ turnover intention (Singh, 2019:426). Research has shown that employees’ negative attitudes, associated with high turnover intention, is one of the underlying causes to extreme organisational costs. This cannot only be harmful to the organisation, but can have a negative effect on the overall morale among the organisation’s employees (Holmes et al., 2013:804; Purba et al., 2016:174). Singh (2019:426) suggests that reducing of employees’ turnover intention is also necessary for the growth and stability of an organisation.

Studies have identified some strategies to reduce employees’ turnover intention (Das, 1996; Singh, 2019:426), namely: compensation, learning opportunity, benefits and security, work autonomy, merit orientation and accelerated vertical growth. Other scholars such as Cloutier, Felusiak, Hill and Pemberton-Jones (2015) also suggest strategies such as effective communication, workforce diversity, hiring of skilled workers and training and development plans for employees. On the other hand, Sinha and Sinha (2012) propose the role of organisational culture, compensation, flexible working hours, career development and communication as strategies to reduce employees’ turnover intention. Banerjee (2019:202) argues that a single strategy will not be effective to reduce employees’ turnover intention because different individuals have different priorities. In the context of this research study, the following strategies are therefore also recommended, namely: effective leadership, employees’ voice, communication, earning potential and organisational culture.

Effective leadership style and roles are critical in reducing employees’ turnover intention (Singh, 2019:427). Al Mamun and Hasan (2017:66) confirm that high employee turnover is caused by instability in the leadership structure of an organisation. Research has revealed that responsible leadership and full managerial support for employee development will assist to reduce employees’ turnover intention (Doh, Stumpf, & Tymon, 2011). A positive working condition will improve when an employee is having a good relationship with the manager, and if given a leadership role, their sense of belonging within the organisation becomes very strong (Cloutier et al., 2015). Research has shown that one of the strategies that an organisation can use to reduce employees’ turnover intention is the sharing of information between leaders and employees to enhance their relationship (Tymon, Stumpf, & Smith, 2011). Organisations should provide more opportunities to their employees to voice their
dissatisfaction related to workplace conditions (Singh, 2019:427). In this regard, employees will not intend to quit the organisation if they believe that the organisational culture is equipped with effective strategies to deal with grievances (Cloutier et al., 2015). Research has shown that effective communication from the organisation’s leaders will help foster employees’ engagement and reduce turnover intention (Attridge, 2009; James & Mathew, 2012; Singh, 2019:427). In order to maintain a healthy work culture, leadership should be able to operate effectively in interpersonal, group, organisational and intercultural communication contexts (Cloutier et al., 2015). Sinha and Sinha (2012) highlight that effective communication not only improves the identity the employee associates with the company, but also creates an environment of openness and trust.

Earning potential refers to the compensation employees expect to receive from the organisation, and can be in the form of salaries or any other financial benefits (Singh, 2019:427). One of the critical factors of employee turnover is lower salary, and if employees receive a lower salary and insufficient financial rewards, they tend to stay no longer with the organisation (Al Mamun & Hasan, 2017:66). A study by Hong, Hao, Kumar, Ramendran and Kadiresan (2012) revealed that a company with no compensation planning results in a poor working environment. Kumar and Arora (2012), found in a similar study that almost a third of employees’ intention to quit their organisations could be linked to inadequate compensation policies.

A well-developed organisational culture is one of the factors influencing the employees to stay put in the organisation (Al Mamun & Hasan, 2017:66). If employees are not contented with the culture, work environment and organisational structure, there is a probability that they will quit their jobs (Mowday et al., 1982). It is often said that organisations can attract and motivate employees by practising the best organisational culture. A positive organisational culture may therefore lead them to continue working in the organisation.

2.7 SUMMARY

It is widely accepted that organisations and their workforce require an effective transformational leadership style and public leadership roles to resolve negative activities affecting the welfare of the organisation and its employees (Qing et al.,
An examination of emerging theories of leadership, job satisfaction and turnover intention shows that these theories are neither opposing nor substituting one another; instead, they are corresponding and accompanying in explaining the relationship or interconnection between transformational leadership style, public leadership roles, employees’ job satisfaction and turnover intention.

The results of the conceptual and theoretical literature review show that there is a positive interconnection between transformational leadership style and public leadership role and job satisfaction. Furthermore, literature has also revealed that there is a negative interconnection between transformational leadership style and public leadership role and employees’ turnover intention. It is concluded that, as a participatory approach, employees’ involvement in the process of job redesign will result in improved job satisfaction among employees, therefore also reduced intention to switch to other jobs. A review of relevant literature (refer section 2.2.1) reveals that transformational leadership focuses on the needs and input of employees so that the organisational workforce can be transferred into leaders because of their empowering and stimulation (Khan & Khan, 2016:3).

The following chapter of this research study will discuss in detail the research design and methodology employed, so that empirical answers to the research questions can be provided.
CHAPTER THREE

RESEARCH DESIGN AND METHODS

3.1 INTRODUCTION

The previous chapter reviewed relevant literature relating to the phenomenon under investigation for this study. This chapter discusses in detail the design of the research and methods employed to investigate the research problem for this study. Firstly the philosophical assumption that underpins this study is discussed. The research approach and design adopted to obtain an empirical answer for the research question (refer section 1.4.2) under investigation, are then explained. The chapter discusses in detail the research methodology, data analysis, and the validity and reliability of the measuring instruments used in the research. The chapter concludes by highlighting the ethical considerations applicable to the current study.

3.2 RESEARCH PARADIGM

The origin of the term research paradigm is found in Greek context, meaning ‘pattern’ (Kivunja & Kuyini, 2017). Academically defined the term refers to a way of viewing the world by which the research topic is framed (Hughes, 2010:35). Kamal (2019:1388) refers to the research paradigm as an ideology of how a specific problem exists, and the set of procedures and strategies pertaining to the way of investigating such a problem. A research paradigm can also be defined as a set of presumptions and perceptual orientations shared within a research community. The perception of members of a research community of the phenomena they investigate and the methods to utilise for research of those phenomena are also determined by the research paradigm (Givens, 2008:592).

In every research study, the researcher has a specific understanding of what knowledge and truth mean and entail (Chilisa & Kawulich, 2012). This understanding will frame the researcher's thoughts and perceptions about the research community and the world (Kamal, 2019:1388). To obtain a thorough understanding of the interconnection between transformational leadership style, public leadership roles, employees’ job satisfaction and turnover intention, the current study has been philosophically underpinned by a positivist research paradigm.
3.2.1 Positivist research paradigm

A positivist research paradigm can be described as a point of view based upon a doctrine of knowledge recommending that methods of the natural sciences be applied in research about social reality and beyond (Du Plooy-Cilliers, Bezuidenhout & Davis, 2014:24). Positivism is regarded as a social sciences approach that tries to apply the model of the natural sciences of research as an initial point for investigating and explanation of social reality (Vosloo, 2014:302). More specifically, positivism is the scientific method of acquiring knowledge by an effective combination of logic thinking and observation, and is the only way to discover the actual laws of a phenomenon. In other words, according to the positivist paradigm, human thought, feeling and action depend on fixed laws. If social scientists could discover these laws, they could foretell and control human behaviour.

Positivists believe that knowledge is the result of only empirical observation, and they therefore see a clear separation between science and non-science. Adding to the above statement, Du Plooy-Cilliers et al. (2014:24) advocate that positivists further obtain knowledge through careful and meticulous observation and the testing of assumptions against the real world. In the context of this research study, the researcher believes that the interconnection between transformational leadership style, public leadership roles, employees’ job satisfaction and turnover intention is a social reality that has to be assessed and supported by empirical evidence, as opined by Hammersley (2013:22-23).

A positivist research paradigm was considered appropriate for this research study as it helped the researcher to clarify the phenomenon under investigation by using empirical tests and methods like sampling, measurement as well as a questionnaire (Pham, 2018:2). Cohen et al. (2007) affirm that the quality of validity and reliability of insights provided by positivist researchers are of high standard and can be generalized with regard to an entire population of a study. In other words, a positivist research paradigm was considered vital for this study as it is underpinned by a quantitative research approach.
3.3 RESEARCH APPROACH

Research approaches entail all the techniques and methods employed for conducting research (Mishra & Alok, 2017:1). According to Mohajan (2018:3), a research approach is an action to direct the conduct of research in a systematic and efficient way. Creswell (2009) classifies research approaches into three categories, namely: mixed methods research, qualitative approach and quantitative approach. Each of these approaches has been developed to investigate specific research questions and they try to address the post-positivist approach of disputing the established view of absolute truth. A quantitative research approach was adopted for this study so that the interconnection between the two independent variables could be investigated, namely transformational leadership style and public leadership roles, and the dependent variables, namely employees’ job satisfaction and turnover intention.

Mixed methods research is referred to as the type of research in which the researcher employs in a single study both the qualitative and quantitative techniques, methods and concepts (Vosloo, 2014:307). Vosloo (2014:320) further highlights that the aim of mixed method research is to draw from the strong points of both approaches and to reduce possible weak points, and not to replace the quantitative or qualitative approaches to research. An approach to combine qualitative and quantitative research methods can result in a final product highlighting the important contributions of both approaches.

Many of the why-questions coming to the fore while researchers are developing their projects, can be addressed most effective by qualitative methods. Opposite to that, quantitative methods are suitable to investigate who-questions or what-has-happened-questions (Givens, 2008). The selection process should therefore be determined by the specific research question, which gives the characteristics of the cases to be investigated. Wahyuni (2012:73) opines that qualitative research represents the usage of more than one technique to collect data, and that several methods have to be applied for data analysis. Non-numerical (qualitative) procedures are therefore used to respond to the research question.

Quantitative research refers to a research method applied to an empirical investigation to collect, analyse and interpret data in numerical rather than narrative form (Givens,
According to Creswell (2009:4), quantitative research is a way to test objective theories by investigating the interconnection between variables. Mohajan (2018:3) suggested that a quantitative research approach aims to respond to research questions’ numerical data. Quantitative research was also considered suitable for this research study as it supports the positivist paradigm. This research approach gives a quantitative or numerical description of trends, attitudes, or opinions of a population by studying a sample of the population (Creswell, 2009:12).

3.4 RESEARCH DESIGN

A research design is referred to as a set of procedures used to address critical issues with regard to the research project, including location of the study, purpose, type of investigation, and unit of analysis. These procedures have to be in accordance with standard arrangements as determined for research conditions and methods, consisting of particular coherence and logic to answer possible questions (Gray, 2014). In accordance with this description, William (2007:395) asserts that research design does not only entail collecting of facts without purpose or offering of information or data without analysis. In fact, research design may vary from simple to complex, subject to the nature of the research and the particular hypotheses formulated to be tested (Khalid, et al., 2012:19).

In the context of this study, a quantitative correlational survey research design was viewed as appropriate, because the researcher sought to investigate the relationship between proposed factors such as transformational leadership style and public leadership roles, and outcomes such as employees’ job satisfaction and turnover intention across cases. Thorough and comprehensive analyses have been done and the argument has been presented as a narrative explanation. Primary data have been collected from participants by means of a survey with regard to their knowledge, attitudes and behaviour (Sekaran & Bougie, 2013).

According to Kabir (2016:118), a correlational research design attempts to explore relationships in order to make predictions. Kabir (2016:124) further highlights that a correlation research design determines the correlation between two or more variables. The advantage of a correlational research design is that it measures variables without
the researcher manipulating them and then analyses the data to see whether the variables are related.

3.5 RESEARCH METHODOLOGY

Research methodology is usually regarded as a discipline, situated at the periphery of philosophy. The purpose thereof is to check the methods used or which should be used to generate well-grounded knowledge (Gaffikin, 2014). According to Clough and Nutbrown (2012:36), a research methodology shows the relatedness of research questions to questions asked in the field of research. Vosloo (2014:301) points out that research methodology entails the researcher's broad approach to give effect to the research project and how the focus is aimed at the research process, tools and procedures to be utilised. In this regard, the research methodology for this study guided the researcher to decide on the type of data required and the most suitable data collection tools for this research study (Rehman & Alharthi, 2016:52).

3.5.1 Population for the study

A population refers to the entire set of relevant sections of analysis the researcher wants to collect data on, or from, to be analysed (Bhat, 2013:37; Wiid & Diggines, 2013:186). A target population is a particular collection of a large group of elements from which the researcher draws a sample. Results flowing from information obtained from the sample are generalized (Neuman, 2011:252). Hennink, Hutter and Bailey (2011:84) mention that the target population for a research study should be aimed at respondents with specific, applicable knowledge and experience to probably contribute to more insight into the phenomenon being investigated. All employees from levels 1-12, excluding management levels at the SASSA North West region, formed the target population for this study. The total population from levels 1-12 was 786.

3.5.2 Sample method and technique

A sample is a smaller part of the population, consisting of some members selected from the population (Sekaran & Bougie, 2013). To attain the objective of this study, a convenience sampling technique was used to test the unit of analysis for this study. A convenience sampling technique is a non-probability technique whereby elements of the target population are selected as participants in the study on the basis of certain
practical criteria (Etikan et al., 2016:2). This sampling technique was considered appropriate for this research study because the population was easily accessible and available during the period of research and selected participants were willing to take part (cf. Etikan et al., 2016:2). Furthermore, selected elements were chosen in the sample because of their administrative situation close to where the researcher had to collect the required data.

Employing a convenience sampling technique, a list of all 786 employees at the SASSA North West region during the period of executing the research, was received from the human resources management. Participants were selected by means of a lottery method. Using this method, the researcher allocated a specific number to each employee in the list. Each number was written on a separate slip of paper and these slips were mixed thoroughly on a table. The decided number of slips were then drawn out of the 686 slips. A representative sample of the population for the research was calculated by using Krejcie and Morgan’s (1970: 607-610) work on determination of the size of a sample. The study embraced the relation:

$$n = \frac{p(1 - p)N \chi^2 \alpha(1)}{d^2(N - 1) + p(1 - p)\chi^2(1)}$$

Where

- \(n\) = sample
- Proportion, \(p = 0.50\) (for maximization)
- \(N\) = Total population
- \(d\) = Error margin (Degree of accuracy) = 5% = 0.05
- \(\chi^2(\alpha) = \chi^2_{0.05}(1) = 3.841\), and
- \(p=5\% = 0.05\).

Using the Total population, \(N\), of 786 employees, the approximate total of the minimum sample size was provided by:

$$n = \frac{0.5(1 - 0.5)(786)(3.841)}{0.05^2(786 - 1) + 0.5(1 - 0.5)(3.841)} = \frac{754.7565}{2.9228} = 258$$

To attain the objectives of the study, a total of 258 questionnaires were distributed to the respondents.
3.6 DATA COLLECTION

Data are referred to as the unrefined facts before processing, organising or analysis. In this form the data have little meaning, and only very little advantage for managers and decision-makers (Mohajan, 2018:5). Data collection is the procedure to gather information from various sources. Data are collected systematically on variables of interest, according to an established manner to enable the researcher to find resolutions for the research questions stated, and to evaluate the outcomes (Kabir, 2016:202). The primary data collection instrument for the current study was a self-administered paper-pencil-survey questionnaire.

3.6.1 Questionnaire

A questionnaire is a well-recognised measuring tool used in research in the field of social sciences to gather information about the social characteristics of respondents (Gray, 2013:19). According to Clough and Nutbrown (2012:124), the researcher can, by means of a questionnaire, gain a lot of quantitative data from a big portion of analysis. The same questions are put to each respondent. A survey questionnaire was considered appropriate for this research study because respondents tend to be more honest in their responses regarding contentious matters, specifically because their responses are anonymous (Kabir, 2016:202).

The questionnaire was designed to test participants' opinions, attitudes, experiences, processes, behaviour, and perceptions of the transformational leadership style and public leadership roles, employees' job satisfaction and turnover intention in SASSA North West. The researcher personally administered the questionnaire to all the selected participants for the study. The researcher contacted the management of SASSA North West via an official letter from the NWU, requesting permission to conduct the research. After permission had been granted, the researcher approached the participants and briefly explained the objectives of the study to them before distributing the survey questionnaire. Respondents had to complete the questionnaire within two days' time. The researcher then collected the completed questionnaires for later analysis.

The questionnaire consisted of closed-ended questions that prompted the respondents to choose an option from a predefined list. Closed-ended questions were
considered appropriate for this study as respondents could respond to the questions in a truthful way, and the responses could be easily coded and statistically analysed. All respondents were required to reply to an identical list of questions to prevent any biases that might have arisen and to generate valuable data as required for achievement of the objectives of the study.

The survey questionnaire consisted of the following five sections (refer Appendix C):

**Section A: Demographic characteristics.**

This section consisted of seven questions. The section collected data for a statistical purpose relating to participants' demographic characteristics such as gender, age group, job level, unit and geographical location.

**Section B: Transformational leadership survey**

This section consisted of seven items adapted from the transformational leadership survey instrument based on the Global Transformational Leadership Scale (GTL) (short version) developed by Carless, Wearing and Mann (2000). Data were collected from participants with regard to their perceptions towards their team leader. Each item was anchored by a five-point Likert-type response. Participants were asked to rate their responses by indicating with an ‘X’ the number that reflected each response the best, namely: 1 = never, 2 = rarely, 3 = sometimes, 4 = very often and 5 = always.

On the basis of transformational leadership characteristics and types of behaviour described in section 2.4.1, items were formulated to cover each of the seven types of leadership behaviour as stipulated by Carless *et al.* (2000). These types of behaviour are pictured to include: an evident and positive vision of the future articulated; staff treated as individual beings whose development are promoted and supported; reassurance and acknowledgement given to staff; fostering of commitment to attachment to team members and collaborative functioning among these members; promotion of new ways to think about problems; questioning of presumptions; clarity regarding values and acting in accordance with articulated principles; whether high competency of such a leader motivates followers and infuses dignity and respect in others.
Section C: Leadership Roles

This section tested how effective the team leader fulfils the practices of leadership roles. Each item in this section was anchored by a five-point Likert-type response. Respondents had to indicate with an ‘X’ the number that represented their response the best, namely: 1 = never, 2 = rarely, 3 = sometimes, 4 = very often and 5 = always.

This section was adapted from Tummers and Knies (2016). According to Tummers and Knies (2016), four public sector-specific roles with regard to leaders have been confirmed as valid and reliable: (1) accountability leadership (six items); (2) rule-following leadership (four items); (3) political loyalty leadership (five items), and (4) network governance leadership (six items).

Section D: Job satisfaction

This section collected data about the participants’ levels of job satisfaction in their current job at SASSA. Each item was anchored by a five-point Likert-type response. Participants were asked to indicate the extent of their disagreement or agreement with each statement. To respond to the items, they had to mark the number picturing their response the best, with an ‘X’, namely: 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree.

The job satisfaction survey instrument was adapted from the Facet Satisfaction Scale (FSS) introduced by Beehr et al. (2006). Five items were used per subscale to evaluate satisfaction with general facets of (a) work as such; (b) supervision; (c) co-workers; (d) remuneration, and (e) opportunities to be promoted. According to Beehr et al. (2006), across the four studies conducted, the finding was that the FSS subscale yielded high levels of internal consistency reliability, test-retest reliability and construct validity.

Section E: Turnover intention survey

This section examined respondents’ intentions to continue working for SASSA. Respondents had to indicate how often they would undertake certain actions. The turnover intention survey instrument with the coding of the Likert scale ranging from 1 = never, 2 = seldom, 3 = sometimes, 4 = often was adapted from the validation of the turnover intention scale introduced by Bothma and Roodt (2013). Turnover intention
has been measured by using the short version six item scale adapted from the 15 item scale originally established by Roodt (2004).

3.6.2 Administration of returned questionnaires

Altogether 258 questionnaires were handed out to respondents. 250 completed questionnaires have been returned, representing 96.9% response rate. Eight questionnaires, rendering a response rate of 3.1%, have not been returned. A high response rate has been achieved because the researcher and four other colleagues were involved in the administering process of the questionnaire. The 250 completed questionnaires were checked for missing data by making use of the procedures recommended by Schlomer, Bauman and Card (2010). No missing data have been identified. The completed questionnaires have been analysed by using SPSS.

3.7 DATA ANALYSIS

Unrefined data collected from respondents are meaningless, unprocessed material. Decision is to be based upon, and depend on facts possibly including anything known as true or existing (Mohajan, 2016; 2018:5). Data analysis refers to the procedures that are performed to summarise the collected data and organise the data in such a manner that answers to the research questions be yielded (Ibrahim, 2015:99). The analysed data have been presented according to graphs and tables. The data have been captured on an Excel spreadsheet before being transferred to SPSS. With the aid of SPSS, the data have been tested for missing information. Any omitted data have been excluded from the analysis, specifically with regard to assessing the particular variable. The statistical techniques used, include descriptive statistics (frequencies, means and standard deviations). Reliability and internal consistency have been tested by using Cronbach’s alpha, and correlations have been tested by using Spearman’s rho.

Descriptive statistics, such as mean and standard deviations, have been used. According to William (2007), quantitative details are presented in a convenient form by using descriptive statistics. Descriptive statistics, namely mean and standard deviation and skewness, have been used to describe the behaviour of the sample data. Spearman’s rank-order correlation analysis has been utilised to test the association between independent variables (transformational leadership and public
leadership roles) and dependent variables (employees’ satisfaction and turnover intention).

3.8 RELIABILITY OF MEASURING INSTRUMENTS

Reliability refers to the consistency throughout a series of measurements (Kabir, 2016). The reliability of measurements specifies the extent to which it is impartial (without error). Consistent measurement is therefore ensured across time and variety of items in the instrument (Sekaran & Bougie, 2010). In this regard, the researcher framed the item in the questionnaire in such a way that it provided consistency. The reliability of the measuring instrument was also tested by making use of Cronbach’s alpha, which measures internal consistency regarding the extent of relatedness of a group of items (Cronbach, 1951). Moreover, across all studies that previously used the same research instrument adapted for this research study, it was found that all subscales yielded high levels of internal consistency reliability, test-retest reliability and construct validity.

To test the reliability and internal consistency of the items of the measuring instrument for this study further, the Cronbach’s alpha coefficient (De Vos, Strydom, Fouché & Delport, 2011) has been used. According to Yong and Pearce (2013:90), a Cronbach alpha coefficient of .70 is generally viewed as acceptable, while a Cronbach’s alpha coefficient of .60 is usually considered acceptable for exploratory research. In addition, previous studies revealed a high Cronbach’s alpha coefficient, which further supports the conclusion that the research instrument for the current study has been reliable. For example, Cronbach’s alpha coefficient of GTL as calculated by Carless et al. (2000) was .93, indicating a reliable extent of transformational leadership. Tummers and Knies (2015) evaluated the reliability of the scale by checking the Cronbach’s alpha of all four public leadership roles and found an adequate reliability of higher than .70. The findings were as follows: (1) accountability leadership (six items) = .93; (2) rule-following leadership (four items) = .82; (3) political loyalty leadership (five items) = .89; and (4) network governance leadership (six items) = .96. Beehr et al. (2006) evaluated the following regarding reliability: internal consistency, test-retest and construct validity of the FSS by using five items per subscale. The following Cronbach’s alpha coefficient was found: (a) work as such = .72; (b) supervision = .83; (c) co-workers = .77; and (d) remuneration, and opportunities for promotion = .83.
Finally, Bothma and Roodt (2013) assessed the reliability of a six-item turnover intention and found a Cronbach’s alpha of .80.

### 3.9 ETHICAL CONSIDERATION

According to Resnik (2011), ethics can be described as the norms for conduct which differentiate between appropriate and inappropriate behaviour. Ethical issues are involved in various stages of research and are directly related to the values and integrity of any research (Bryman *et al.*, 2014:120). The designing and conducting of this research study involved human participants (Kaewkungwa, 2019); therefore, the NWU ethical policies for conducting research involving human participants were considered. The research proposal for this research study was evaluated by the NWU Research Ethics Committee, and ethical clearance (refer to Appendix D) was issued to the researcher before collection of any data.

According to Punch (2014:43), most ethical issues in social sciences research can be categorised in four groups, namely: protection from harm; informed consent; maintaining privacy and confidentiality, and honesty towards professional colleagues.

When researching human subjects, the researcher has to reduce harmful elements and risks and improve benefits; act respectful regarding human dignity, privacy and autonomy; in the instance of vulnerable populations take special precautions, and strive towards fair distribution of benefits and burdens of research (Kabir, 2016:207). During this research study the researcher treated all participants with appropriate ethical consideration. Care was taken that respondents were not exposed to any form of unsafety and their rights to privacy were respected during the entire process.

All participants to this research agreed voluntarily to take part in research. No pressure with regard to financial gain or other coercion was placed upon them, and the agreement they accepted included an understanding of the research and possible risks involved (Weinbaum, Landree, Blumenthal, Piquado & Gutierrez, 2019:19). The research participants for this study were human subjects. Therefore, the gathering of data has been conducted in a careful, courteous manner to satisfy the required voluntary informed consent (Walliman, 2011:42). According to Fouka and Mantzorou (2011:3), informed consent (referred Appendix B) is an essential ethical issue in conducting research, and it refers to a person who gives his/her consent to take part
in a research study consciously, voluntarily and intelligently, in a clear and obvious way. Only participants who signed the informed consent participated in the study.

Privacy means the right of research participants to have power over access to their personal information and their bodies, should it be necessary to collect biological specimens. Participants may control the way others look at their information, touch it, or get their information (Weinbaum et al., 2019:29). Weinbaum et al. (2019) further define confidentiality as a procedure according to which researchers will protect that private information given by participants be released to others. The concept ‘confidentiality’ is broader than mere privacy. It includes the participant's understanding of, and consent to how personal information will be kept and shared. In other words, confidentiality entails that the researcher has to protect confidential correspondence, including papers or grants submitted for publication, staff records, trade or military secrets, as well as records of patients (Kabir, 2016:207). The researcher informed the participants to this study that information they gave was kept confidential. Their identities would not be disclosed in any way that could link the provided information to them as individuals.

The researcher should try his/her best to maintain honesty in all scientific communication. Reporting on data, results, methods and procedures, as well as publication status, has to be honest and trustworthy in all instances. Fake, tampered and incorrectly presented data are unacceptable. Do not betray anyone, including colleagues, granting agencies, and the public (Kabir, 2016:207). In this study the researcher acted honestly and frankly, and reflected personal integrity during all processes, namely the collection, analysis and interpretation of data (Walliman, 2011:42). Where views, ideas, facts, and concepts of other scholars have been portrayed from secondary sources, the author has been fully acknowledged and accredited by means of clear references. A complete list of references has been included at the end of the dissertation.

3.10 SUMMARY

This study investigated the interconnection between transformational leadership style, public leadership roles, employees’ job satisfaction and turnover intention. A correlational research design framed within a positivist paradigm and a quantitative
research approach were adopted to elicit respondents' perceptions of the transformational leadership style, public leadership roles, employees' job satisfaction and turnover intention. To achieve the objectives of the study, a survey questionnaire has been used as the most important research instrument to collect data. SPSS has been utilised in the analysis process.

The following chapter reports on the empirical findings from the questionnaires that have been completed by the selected participants.
CHAPTER FOUR

RESEARCH FINDINGS

4.1 INTRODUCTION

The previous chapter deliberated in detail the research design and methods adopted in the study. This chapter analyses and interprets the empirical data obtained from the respondents for the study. The objectives of this study were to establish the correlation between transformational leadership style, job satisfaction, and turnover intention and also to establish the correlation between public leadership roles, job satisfaction, and turnover intention. Based on the objectives, the research questions were: Are there correlations between transformational leadership style and job satisfaction as well as turnover intention? Are there correlations between the four public leadership roles and job satisfaction as well as turnover intention?

The chapter begins with the presentation of findings relating to the demographic features of the respondents. Following that, the descriptive analyses of the constructs, namely transformational leadership, public leadership roles, job satisfaction, and turnover intention, are reported. Cronbach’s alpha values have been calculated to test for reliability and internal consistency of the measuring instruments. Spearman’s rho has been performed to establish the relationship between transformational leadership style, job satisfaction and turnover intention and also to establish the interconnection between the four public leadership roles, job satisfaction and turnover intention.

4.2 DEMOGRAPHIC CHARACTERISTICS OF PARTICIPANTS

This section presents the demographic and general features of the respondents. Frequency and percentages have been used to portray the data in the form of tables. The analysed information comprises gender, age group, post level category, number of years in the public service, highest qualification level, work location and section.
Table 4.1: Characteristics of participants (N=250)

<table>
<thead>
<tr>
<th>Demographic variables</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>100</td>
<td>40.0</td>
</tr>
<tr>
<td>Female</td>
<td>150</td>
<td>60.0</td>
</tr>
<tr>
<td>Age group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-29</td>
<td>13</td>
<td>5.2</td>
</tr>
<tr>
<td>30-39</td>
<td>91</td>
<td>36.4</td>
</tr>
<tr>
<td>40-49</td>
<td>113</td>
<td>45.2</td>
</tr>
<tr>
<td>50-59</td>
<td>32</td>
<td>12.8</td>
</tr>
<tr>
<td>60 and older</td>
<td>1</td>
<td>.4</td>
</tr>
<tr>
<td>Post levels</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between levels 1-4</td>
<td>7</td>
<td>2.8</td>
</tr>
<tr>
<td>Between levels 5-8</td>
<td>205</td>
<td>82.0</td>
</tr>
<tr>
<td>Between levels 9-12</td>
<td>38</td>
<td>15.2</td>
</tr>
<tr>
<td>Years of service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0-9</td>
<td>94</td>
<td>37.6</td>
</tr>
<tr>
<td>10-19</td>
<td>105</td>
<td>42.0</td>
</tr>
<tr>
<td>20-29</td>
<td>37</td>
<td>14.8</td>
</tr>
<tr>
<td>30-39</td>
<td>10</td>
<td>4.0</td>
</tr>
<tr>
<td>40 and more</td>
<td>4</td>
<td>1.6</td>
</tr>
<tr>
<td>Qualification level</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Matric</td>
<td>78</td>
<td>31.2</td>
</tr>
<tr>
<td>Higher certificate</td>
<td>42</td>
<td>16.8</td>
</tr>
<tr>
<td>Degree or diploma</td>
<td>78</td>
<td>31.2</td>
</tr>
<tr>
<td>Diploma or advanced diploma</td>
<td>23</td>
<td>9.2</td>
</tr>
<tr>
<td>Honours degree or postgraduate diploma</td>
<td>22</td>
<td>8.8</td>
</tr>
<tr>
<td>Master's degree</td>
<td>2</td>
<td>.8</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
<td>2.0</td>
</tr>
<tr>
<td>Work location</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bojanala</td>
<td>45</td>
<td>18.0</td>
</tr>
<tr>
<td>Dr Kenneth Kaunda</td>
<td>60</td>
<td>24.0</td>
</tr>
<tr>
<td>Ngaka Modiri Molema</td>
<td>41</td>
<td>16.4</td>
</tr>
<tr>
<td>Dr Ruth Segomotsi Mompati</td>
<td>46</td>
<td>18.4</td>
</tr>
<tr>
<td>Regional office</td>
<td>58</td>
<td>23.2</td>
</tr>
<tr>
<td>Corporate services</td>
<td>25</td>
<td>10.0</td>
</tr>
<tr>
<td>Grant administration</td>
<td>175</td>
<td>70.0</td>
</tr>
<tr>
<td>Section</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>23</td>
<td>9.2</td>
</tr>
<tr>
<td>General administration</td>
<td>16</td>
<td>6.4</td>
</tr>
<tr>
<td>Other</td>
<td>11</td>
<td>4.4</td>
</tr>
</tbody>
</table>

The explanation in Table 4.1 reveals that the majority (60.0%) of the respondents were female, while 40% were males. It has further been revealed that almost half (45.2%) of the respondents were between the ages of 40-49 years, representing a mature labour force, according to Bothma and Roodt (2013). Less than one per cent (0.4%) were above the age of 59 years. The reason for the low response rate of the age group
above 59 years is because the target population for this study excluded employees at top management levels (i.e., position above level 12).

In terms of the post level category, more than four fifths (82.0%) of the respondents have been occupying a post between level 5 to level 8, with only a few (2.8%) of the respondents occupying a position between level 1 to 4, as shown in Table 4.1. With regard to the number of service years in the public service, the majority (42.2%) of the respondents have been working there ranging from 10 to 19 years. Only a few (1.6%) of them have been working for more than 39 years.

From Table 4.1, it can be deduced that almost one third (31.2%) of respondents held a national senior certificate/matric and another third (31.2%) a degree or diploma. On the other hand, only a few (0.8%) held a master’s degree or other qualification (2.0%) respectively.

Almost a quarter (24.0%) of the respondents were working at the Dr Kenneth Kaunda office and almost another quarter (23.2%) at the Regional office. Almost an equal proportion of the respondents were working at the Bojanala (18%) and Dr Ruth Segomotsi Mompati (18.4%) offices. The majority (70.0%) of the respondents were working in the grant administration section, while the remainder of the respondents were working in the corporate services (10.0%), finance (9.2%); general admin (6.4%), and other sections (4.4%).

4.3 DESCRIPTIVE ANALYSIS OF VARIABLES

This section contains a descriptive analysis of transformational leadership, public leadership roles, job satisfaction and turnover intention.

4.3.1 Descriptive analysis of transformational leadership

Section B of the questionnaire measured the respondents’ perceptions of the seven types of leadership behaviour of their managers as explained by Carless et al. (2000). Respondents had to indicate the number that represented their response the best. A five-point Likert scale was used, indicating: 1 = never, 2 = rarely, 3 = sometimes, 4 = very often, and 5 = always, as shown in Table 4.2.
The combined responses reveal that in total, 46.4% of the respondents indicated that their managers very often or always communicated an explicit and progressive vision of the future (M = 3.33; SD = 1.373). Almost half (49.6%) of the respondents specified that their managers very often or always treated staff as separate persons, and promoted and inspired their development (M = 3.35; SD = 1.345). 49.2% of the respondents indicated that their managers very often or always gave encouragement and recognition to staff (M = 3.23; SD = 1.417). Additionally, 48.4% of the respondents were of the opinion that their managers very often or always fostered confidence, involvement and collaboration among team members (M = 3.21; SD = 1.352), while 46% indicated that their managers very often or always inspired innovative thinking about problems and questioning of presumptions (M = 3.14; SD = 1.307). Furthermore, 44.4% of the respondents indicated that their managers were very often or always clear about their values and acting according to their personal articulated principles and values (M = 3.19; SD = 1.3141). Finally, 42% of the respondents indicated that their managers very often or always instilled a feeling of dignity and respect in others and motivated them because of their own example of competency (M = 3.11; SD = 1.352).
<table>
<thead>
<tr>
<th>Scale and items</th>
<th>Mean</th>
<th>SD</th>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Very often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transformational leadership style scale</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Communicates a clear and positive vision of the future.</td>
<td>3.33</td>
<td>1.373</td>
<td>14.4</td>
<td>12.0</td>
<td>27.2</td>
<td>18.8</td>
<td>27.6</td>
</tr>
<tr>
<td>2 Treats staff as individuals. Supports and encourages their development</td>
<td>3.35</td>
<td>1.345</td>
<td>14.4</td>
<td>10.8</td>
<td>25.2</td>
<td>24.8</td>
<td>24.8</td>
</tr>
<tr>
<td>3 Gives encouragement and recognition to staff.</td>
<td>3.23</td>
<td>1.417</td>
<td>19.2</td>
<td>10.8</td>
<td>20.8</td>
<td>26.4</td>
<td>22.8</td>
</tr>
<tr>
<td>4 Fosters trust. Involvement and cooperation among team members</td>
<td>3.21</td>
<td>1.352</td>
<td>16.0</td>
<td>15.2</td>
<td>20.4</td>
<td>28.8</td>
<td>19.6</td>
</tr>
<tr>
<td>5 Encourages thinking about problems in new ways and questions assumptions</td>
<td>3.14</td>
<td>1.307</td>
<td>16.4</td>
<td>14.8</td>
<td>22.8</td>
<td>30.8</td>
<td>15.2</td>
</tr>
<tr>
<td>6 Is clear about his/her values and practices which he/she preaches</td>
<td>3.19</td>
<td>1.314</td>
<td>13.6</td>
<td>18.0</td>
<td>24.0</td>
<td>24.8</td>
<td>19.6</td>
</tr>
<tr>
<td>7 Instils pride and respect in others and inspires me by being highly competent</td>
<td>3.11</td>
<td>1.384</td>
<td>17.2</td>
<td>17.6</td>
<td>23.2</td>
<td>20.8</td>
<td>21.2</td>
</tr>
</tbody>
</table>
4.3.2 Descriptive analyses of the public leadership roles

Section C of the questionnaire measured the respondents’ perceptions of the types of behaviour of their managers in public leadership roles. Respondents had to indicate the number that represented their response the best. A five-point Likert scale indicated: 1 = never, 2 = rarely, 3 = sometimes, 4 = very often and 5 = always, as shown in Table 4.2.

The frequencies reveal that most (66.0%) of the participants indicated that their managers sometimes, very often or always encouraged them to explain their actions to various stakeholders (M = 3.16; SD = 1.363). 74.0% of the respondents indicated that their managers sometimes, very often or always encouraged them to inform stakeholders of their ways of working (M = 3.35; SD = 1.306), and 67.6% of the respondents indicated that their managers sometimes, very often or always provided them an opportunity to throw light on their ways of doing for involved parties’ understanding (M = 3.17; SD = 1.397). Moreover, the majority (81.2%) of the respondents indicated that their managers sometimes, very often or always emphasized the importance of answering questions from clients (M = 3.74; SD = 1.259). 75.2% of the respondents indicated that their managers sometimes, very often or always strived to make sure that actions of their organisational units are shared in an open and honest way with other people (M = 3.44; SD = 1.388). 76.4% of the respondents indicated that their managers sometimes, very often or always encouraged them that the rationale behind some decisions taken have to be made clear to interested parties (M = 3.52; SD = 1.330).

Furthermore, the category responses indicated that 84.88% of the respondents specified that their managers sometimes, very often or always emphasised to them the importance to abide by the law (M = 3.91; SD = 1.226). 84.4% of the respondents stipulated that their managers sometimes, very often or always provided them with methods to follow rules and regulations stipulated by government, correctly (M = 3.92; SD = 1.236). 83.6% of the respondents indicated that their managers sometimes, very often or always emphasised that they should carry out government policies properly (M = 3.84; SD = 1.277), while 78.4% of the respondents indicated that their managers sometimes, very often or always ensured that they follow the rules accurately and properly (M = 3.62; SD = 1.401).
Table 4.3 reveals that 54.4% of the participants indicated that their managers never or rarely did not encourage them or their co-workers to act in accordance with political decisions, even when interested parties questioned their behaviour in that regard (M = 2.45; SD = 1.414), while 55.6% of the respondents indicated that their managers never or rarely encouraged them and their co-workers not to endanger associations with political leaders, in spite of possible risks involved (M = 2.39; SD = 1.469). 57.6% of the respondents indicated that their managers never and rarely encouraged them and their co-workers to carry out political decisions, in spite of the possibility of more responsibilities involved (M = 2.34; SD = 1.423). The majority (66.8%) of the respondents stated that their managers never or rarely encouraged them and their co-workers to support decisions made on the basis of political preference, notwithstanding possible weaknesses (M = 2.06; SD = 1.311). 62.4% of the respondents indicated that their managers never or rarely encouraged them or their co-workers to promote political decisions, even when they realise drawbacks (M = 2.23; SD = 1.420).

Finally, the combined responses reveal that 66.0% of the respondents indicated that their managers sometimes, very often or always encouraged them to maintain various contacts with other organisations (M = 2.92; SD = 1.499). In total 74% of the respondents indicated that their managers sometimes, very often or always encouraged them to put considerable energy into exploring new contacts (M = 3.05; SD = 1.418). 65.6% of the respondents indicated that their managers sometimes, very often or always, or never or rarely motivated them and their co-workers to collaborate with people from their networks on a regular basis (M = 3.16; SD = 1.487). 65.2% of the respondents indicated that their managers sometimes, very often or always motivated them and their co-workers to establish numerous contacts with people from other departments than their own (M = 3.08; SD = 1.456). The majority (51.2.%) of participants’ managers encouraged them and their co-workers to familiarise other people with contacts on their personal networks (M = 2.58; SD = 1.316), while 66% of the respondents indicated that their managers sometimes, very often or always encouraged them and their colleagues to act as key players between different organisations (M = 3.05; SD = 1.392).
<table>
<thead>
<tr>
<th>Scales and items</th>
<th>Mean</th>
<th>SD</th>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Very often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accountability leadership</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Encourages my colleagues and me to explain our actions to various stakeholders</td>
<td>3.16</td>
<td>1.363</td>
<td>15.6</td>
<td>18.4</td>
<td>21.6</td>
<td>23.6</td>
<td>20.8</td>
</tr>
<tr>
<td>2 Encourages us to inform stakeholders of our way of working</td>
<td>3.35</td>
<td>1.306</td>
<td>11.6</td>
<td>14.4</td>
<td>26.0</td>
<td>23.6</td>
<td>24.4</td>
</tr>
<tr>
<td>3 Provides us with the opportunity to explain our behaviour to stakeholders</td>
<td>3.17</td>
<td>1.397</td>
<td>18.4</td>
<td>14.0</td>
<td>20.4</td>
<td>26.4</td>
<td>20.8</td>
</tr>
<tr>
<td>4 Emphasises that it is important that we answer questions from clients</td>
<td>3.74</td>
<td>1.259</td>
<td>6.4</td>
<td>12.4</td>
<td>20.0</td>
<td>23.6</td>
<td>37.6</td>
</tr>
<tr>
<td>5 Strives to ensure that we openly and honestly share the actions of our organisational unit with others</td>
<td>3.44</td>
<td>1.388</td>
<td>15.2</td>
<td>9.6</td>
<td>20.0</td>
<td>26.8</td>
<td>28.4</td>
</tr>
<tr>
<td>6 Encourages us to explain to stakeholders why certain decisions were taken</td>
<td>3.52</td>
<td>1.330</td>
<td>10.8</td>
<td>12.8</td>
<td>20.8</td>
<td>25.2</td>
<td>30.4</td>
</tr>
<tr>
<td><strong>Rule-following leadership</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Emphasises to my colleagues and me that it is important to follow the law</td>
<td>3.91</td>
<td>1.226</td>
<td>5.2</td>
<td>9.2</td>
<td>20.8</td>
<td>18.8</td>
<td>46.0</td>
</tr>
<tr>
<td>8 Gives my colleagues and me the means to properly follow government rules and regulations</td>
<td>3.92</td>
<td>1.236</td>
<td>5.2</td>
<td>10.4</td>
<td>18.0</td>
<td>20.0</td>
<td>46.4</td>
</tr>
<tr>
<td>9 Emphasises that my colleagues and I should carry out government policies properly</td>
<td>3.84</td>
<td>1.277</td>
<td>8.0</td>
<td>8.4</td>
<td>17.6</td>
<td>24.0</td>
<td>42.0</td>
</tr>
<tr>
<td>10 Ensures that we accurately and properly follow the rules</td>
<td>3.62</td>
<td>1.401</td>
<td>13.2</td>
<td>8.4</td>
<td>19.2</td>
<td>21.2</td>
<td>38.0</td>
</tr>
<tr>
<td><strong>Political loyalty leadership</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Encourages my colleagues and me to support political decisions, even when other stakeholders confront us with it</td>
<td>2.45</td>
<td>1.414</td>
<td>38.8</td>
<td>15.6</td>
<td>18.0</td>
<td>17.2</td>
<td>10.4</td>
</tr>
<tr>
<td>12 Encourages me and my colleagues not to jeopardise the relationship with political heads, even if that entails risks</td>
<td>2.39</td>
<td>1.469</td>
<td>44.8</td>
<td>10.8</td>
<td>16.8</td>
<td>16.0</td>
<td>11.6</td>
</tr>
<tr>
<td>Scales and items</td>
<td>Mean</td>
<td>SD</td>
<td>Never</td>
<td>Rarely</td>
<td>Sometimes</td>
<td>Very often</td>
<td>Always</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
<td>------</td>
<td>-----</td>
<td>-------</td>
<td>--------</td>
<td>-----------</td>
<td>------------</td>
<td>--------</td>
</tr>
<tr>
<td>13 Encourages me and my colleagues to implement political decisions, even if that means undertaking additional responsibilities</td>
<td>2.34</td>
<td>1.423</td>
<td>43.6</td>
<td>14.0</td>
<td>18.0</td>
<td>13.6</td>
<td>10.8</td>
</tr>
<tr>
<td>14 Encourages me and my colleagues to defend political choices, even if we see shortcomings.</td>
<td>2.06</td>
<td>1.311</td>
<td>52.0</td>
<td>14.8</td>
<td>14.4</td>
<td>12.8</td>
<td>6.0</td>
</tr>
<tr>
<td>15 Encourages me and my colleagues to support political decisions, even when we see downsides.</td>
<td>2.23</td>
<td>1.420</td>
<td>47.6</td>
<td>14.8</td>
<td>16.0</td>
<td>10.4</td>
<td>11.2</td>
</tr>
<tr>
<td><strong>Network governance leadership</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16 Encourages me and my colleagues to maintain many contacts with other organisations</td>
<td>2.92</td>
<td>1.499</td>
<td>27.6</td>
<td>11.2</td>
<td>25.6</td>
<td>13.2</td>
<td>22.4</td>
</tr>
<tr>
<td>17 Encourages me and my colleagues to invest substantial energy in the development of new contacts</td>
<td>3.05</td>
<td>1.418</td>
<td>21.2</td>
<td>12.4</td>
<td>28.0</td>
<td>16.8</td>
<td>21.6</td>
</tr>
<tr>
<td>18 Motivates me and my colleagues to work together regularly with people from our networks</td>
<td>3.16</td>
<td>1.487</td>
<td>22.4</td>
<td>12.0</td>
<td>16.4</td>
<td>25.2</td>
<td>24.0</td>
</tr>
<tr>
<td>19 Motivates me and my colleagues to develop many contacts with people outside our own department</td>
<td>3.08</td>
<td>1.456</td>
<td>23.2</td>
<td>11.6</td>
<td>20.4</td>
<td>24.0</td>
<td>20.8</td>
</tr>
<tr>
<td>20 Encourages me and my colleagues to introduce others to contacts on our own networks</td>
<td>2.58</td>
<td>1.316</td>
<td>30.0</td>
<td>18.8</td>
<td>22.4</td>
<td>21.2</td>
<td>7.6</td>
</tr>
<tr>
<td>21 My supervisor encourages me and my colleagues to be a key player between different organisations</td>
<td>3.05</td>
<td>1.392</td>
<td>22.0</td>
<td>12.0</td>
<td>20.8</td>
<td>29.2</td>
<td>16.0</td>
</tr>
</tbody>
</table>
4.3.3 Descriptive analysis of job satisfaction

Section D of the questionnaire assessed the job satisfaction levels of respondents. Participants had to indicate their opinion by choosing the number that represented their view the best, namely: strongly disagree = 1, disagree = 2, somewhat disagree = 3, neither agree nor disagree = 4, sometimes agree = 5, agree = 6 and strongly agree = 7. The responses for each category were combined, for example: the disagree category percentage was calculated by adding up the percentages of the strongly disagree, disagree and sometimes disagree categories. The agree category was also combined by adding up the somewhat agree, agree, and strongly agree categories.

The results of descriptive statistics reveal that more than a half (54%) of the participants agreed that they were very pleased with the types of activities that they performed in their jobs (M = 4.56; SD = 1.953). 56.8% of the participants agreed with the statement that they would feel more satisfied with their jobs if they were performing duties different from their current ones (M = 4.69; SD = 1.873). The majority of the respondents (60.4%) agreed that they were more satisfied with the kinds of tasks they were currently performing than with most of the other tasks they have ever performed (M = 4.87; SD = 1.820). Similarly, 60.4% of the respondents agreed that they were satisfied with their tasks performed at work (M = 4.68; SD = 1.829), while 48.4% of the respondents agreed that all in all, they would rather have some other kind of duties in their work (M = 4.25; SD = 1.785).

The combined responses of the descriptive analysis further expose that 54.4% of the respondents agreed that they were very pleased with the way they were being supervised (M = 4.43; SD = 2.019), while 46% of the respondents agreed that they would experience more job satisfaction if their manager had not been working there as well (M = 3.64; SD = 1.998). In total, 43.8% of the respondents agreed that they were more satisfied with their current manager than with almost any manager they had worked for in the past, while 37.8% of the respondents disagreed (M = 4.03; SD = 2.056). More than a half (52.0%) of the participants agreed that they were very satisfied with their manager (M = 4.42; SD = 2.109), while 39.2% of the respondents agreed that they would rather work under another manager (M = 4.00; SD = 2.080).
The combined responses of the items of the co-worker scale revealed that 41.2% of the respondents agreed that they were very happy to work together with their colleagues \((M = 4.46; \text{SD} = 1.951)\), while more than one third (38.4%) of the respondents agreed that they would enjoy more satisfaction with their jobs if their colleagues had not been working there too \((M = 3.86; \text{SD} = 2.092)\). Only 34.8% of the respondents agreed that they were more satisfied to work together with their colleagues than with almost any colleagues they had ever worked with previously \((M = 4.20; \text{SD} = 1.955)\). Almost half (49.6%) of the respondents agreed that they were very satisfied with their co-workers \((M = 4.50; \text{SD} = 1.998)\). Furthermore, only 30.4% of the respondents agreed that they would rather work with some other kind of co-workers \((M = 3.62; \text{SD} = 1.956)\).

In addition, the combined responses indicate that 48.0% of the respondents disagreed that they were not very happy with the amount of money earned \((M = 3.64; \text{SD} = 2.149)\), while 37.2% disagreed that they would enjoy more satisfaction with their jobs if their remuneration were not so insufficient \((M = 3.86; \text{SD} = 2.124)\). More than half (54.0%) of the respondents disagreed that they were more satisfied with their current remuneration than almost ever before \((M = 3.26; \text{SD} = 1.990)\), and 48% of the respondents disagreed that they were very happy with what they earned \((M = 3.62; \text{SD} = 2.157)\). Opposite to that, 54.0% of the respondents agreed that they would rather have earned better payment \((M = 4.56; \text{SD} = 2.193)\).

Finally, half (50.0%) of the respondents agreed that they were very happy with the opportunities available for promotion \((M = 4.40; \text{SD} = 2.113)\), while 48.8% of the respondents agreed that they would be more satisfied with their jobs if the opportunities for promotion were not so meagre \((M = 4.35; \text{SD} = 2.163)\). On the other hand, a combined total of 42.8% of the respondents disagreed that they were more satisfied with the current opportunities available for promotion than with almost any previous promotional opportunities in their past \((M = 3.77; \text{SD} = 2.056)\). Furthermore, 42.8% of the respondents disagreed that they were very satisfied with, and 41.6% of the respondents disagreed that they were dissatisfied with the opportunities available for promotion \((M = 3.98; \text{SD} = 2.132)\). 58.4% of the respondents disagreed that they would rather have more opportunities for promotion \((M = 4.67; \text{SD} = 1.900)\).
### Table 4.4: Participants’ job satisfaction levels (N=250)

<table>
<thead>
<tr>
<th>Scales and items</th>
<th>M</th>
<th>SD</th>
<th>Strongly Disagree</th>
<th>Somewhat Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Sometimes Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work itself</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Overall. I am very pleased with the types of activities that I do on my job.</td>
<td>4.56</td>
<td>1.953</td>
<td>10.4</td>
<td>10.4</td>
<td>8.0</td>
<td>17.2</td>
<td>6.8</td>
<td>32.8</td>
</tr>
<tr>
<td>2. I would be more content with my job if I were doing tasks that are different from the ones I do now.</td>
<td>4.69</td>
<td>1.873</td>
<td>7.2</td>
<td>10.0</td>
<td>10.0</td>
<td>16.0</td>
<td>9.6</td>
<td>30.4</td>
</tr>
<tr>
<td>3. I am more satisfied with the types of work I currently do that with almost any other work I have ever done.</td>
<td>4.87</td>
<td>1.820</td>
<td>7.6</td>
<td>6.8</td>
<td>6.4</td>
<td>18.8</td>
<td>8.8</td>
<td>34.0</td>
</tr>
<tr>
<td>4. All in all. I am very satisfied with the things I do at work.</td>
<td>4.68</td>
<td>1.829</td>
<td>7.2</td>
<td>10.8</td>
<td>7.2</td>
<td>14.4</td>
<td>18.0</td>
<td>27.2</td>
</tr>
<tr>
<td>5. All in all. I would rather have some other kind of duties in my work.</td>
<td>4.25</td>
<td>1.785</td>
<td>10.0</td>
<td>10.0</td>
<td>12.4</td>
<td>19.2</td>
<td>16.8</td>
<td>24.0</td>
</tr>
<tr>
<td><strong>Supervision</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Overall. I am very pleased with the way my manager supervises me.</td>
<td>4.43</td>
<td>2.019</td>
<td>12.4</td>
<td>11.2</td>
<td>9.2</td>
<td>12.8</td>
<td>12.8</td>
<td>25.6</td>
</tr>
<tr>
<td>7. I would be more content with my job if my manager did not work here.</td>
<td>3.64</td>
<td>1.998</td>
<td>20.8</td>
<td>16.4</td>
<td>8.8</td>
<td>18.8</td>
<td>10.0</td>
<td>17.6</td>
</tr>
<tr>
<td>8. I am more satisfied with my manager than with almost anyone I have ever worked for.</td>
<td>4.03</td>
<td>2.056</td>
<td>11.6</td>
<td>8.0</td>
<td>18.5</td>
<td>12.4</td>
<td>18.1</td>
<td>13.3</td>
</tr>
<tr>
<td>9. All in all. I am very satisfied with this person as my manager.</td>
<td>4.42</td>
<td>2.109</td>
<td>15.6</td>
<td>8.8</td>
<td>7.2</td>
<td>16.4</td>
<td>10.0</td>
<td>22.0</td>
</tr>
<tr>
<td>10. All in all. I would rather work for some other manager.</td>
<td>4.00</td>
<td>2.080</td>
<td>14.4</td>
<td>8.4</td>
<td>21.6</td>
<td>9.2</td>
<td>12.4</td>
<td>17.6</td>
</tr>
<tr>
<td><strong>Co-workers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Overall. I am very pleased to work with my co-workers</td>
<td>4.64</td>
<td>1.951</td>
<td>10.8</td>
<td>7.6</td>
<td>6.0</td>
<td>21.2</td>
<td>13.2</td>
<td>19.6</td>
</tr>
<tr>
<td>12. I would be more content with my job if my co-workers did not work here.</td>
<td>3.86</td>
<td>2.092</td>
<td>18.8</td>
<td>15.6</td>
<td>8.4</td>
<td>18.8</td>
<td>8.0</td>
<td>16.8</td>
</tr>
<tr>
<td>13. I am more satisfied with my co-workers than with almost anyone I have ever worked with before.</td>
<td>4.20</td>
<td>1.955</td>
<td>14.0</td>
<td>10.8</td>
<td>8.0</td>
<td>22.0</td>
<td>10.4</td>
<td>23.2</td>
</tr>
<tr>
<td>14. All in all. I am very satisfied with my co-workers.</td>
<td>4.50</td>
<td>1.998</td>
<td>11.2</td>
<td>9.6</td>
<td>8.8</td>
<td>20.8</td>
<td>8.0</td>
<td>21.6</td>
</tr>
<tr>
<td>Scales and items</td>
<td>M</td>
<td>SD</td>
<td>Strongly Disagree</td>
<td>Somewhat Disagree</td>
<td>Neither Agree nor Disagree</td>
<td>Sometimes Agree</td>
<td>Agree</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>------------------</td>
<td>-----</td>
<td>-----</td>
<td>-------------------</td>
<td>-------------------</td>
<td>---------------------------</td>
<td>----------------</td>
<td>-------</td>
<td>----------------</td>
</tr>
<tr>
<td>15. All in all. I would rather work with some other kind of co-workers.</td>
<td>3.62</td>
<td>1.956</td>
<td>18.4</td>
<td>16.0</td>
<td>15.2</td>
<td>20.0</td>
<td>6.8</td>
<td>13.6</td>
</tr>
<tr>
<td><strong>Pay</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Overall. I am very pleased with how much money I earn.</td>
<td>3.64</td>
<td>2.149</td>
<td>23.6</td>
<td>19.2</td>
<td>5.2</td>
<td>12.8</td>
<td>12.0</td>
<td>15.6</td>
</tr>
<tr>
<td>17. I would be more content with my job if my pay were not so low.</td>
<td>3.86</td>
<td>2.124</td>
<td>19.6</td>
<td>16.0</td>
<td>6.0</td>
<td>21.2</td>
<td>8.0</td>
<td>13.2</td>
</tr>
<tr>
<td>18. I am more satisfied with my pay now than I have almost ever been.</td>
<td>3.26</td>
<td>1.990</td>
<td>27.6</td>
<td>18.0</td>
<td>8.4</td>
<td>19.6</td>
<td>7.6</td>
<td>11.2</td>
</tr>
<tr>
<td>19. All in all. I am very satisfied with my pay.</td>
<td>3.62</td>
<td>2.157</td>
<td>23.2</td>
<td>18.8</td>
<td>6.0</td>
<td>18.4</td>
<td>6.8</td>
<td>12.0</td>
</tr>
<tr>
<td>20. All in all. I would rather have better pay.</td>
<td>4.56</td>
<td>2.193</td>
<td>15.6</td>
<td>10.4</td>
<td>2.8</td>
<td>17.2</td>
<td>8.0</td>
<td>19.2</td>
</tr>
<tr>
<td><strong>Promotion</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21. Overall. I am very pleased with my opportunities for promotion.</td>
<td>4.40</td>
<td>2.113</td>
<td>15.2</td>
<td>10.4</td>
<td>6.0</td>
<td>18.0</td>
<td>7.2</td>
<td>23.6</td>
</tr>
<tr>
<td>22. I would be more content with my job if my promotion opportunities were not so poor.</td>
<td>4.35</td>
<td>2.163</td>
<td>15.2</td>
<td>13.6</td>
<td>4.4</td>
<td>18.0</td>
<td>7.6</td>
<td>19.2</td>
</tr>
<tr>
<td>23. I am more satisfied with my opportunities for promotion now than with almost any other promotional opportunities I have ever had.</td>
<td>3.77</td>
<td>2.056</td>
<td>20.8</td>
<td>16.4</td>
<td>5.6</td>
<td>16.4</td>
<td>12.4</td>
<td>20.0</td>
</tr>
<tr>
<td>24. All in all. I am very satisfied with my chances for promotion.</td>
<td>3.98</td>
<td>2.132</td>
<td>19.2</td>
<td>13.6</td>
<td>8.8</td>
<td>15.6</td>
<td>6.8</td>
<td>22.8</td>
</tr>
<tr>
<td>25. All in all. I would rather have more opportunities for promotion.</td>
<td>4.67</td>
<td>1.900</td>
<td>8.4</td>
<td>10.8</td>
<td>6.8</td>
<td>15.6</td>
<td>12.8</td>
<td>28.8</td>
</tr>
</tbody>
</table>
4.3.4 Descriptive analysis of turnover intention

Section E of the questionnaire measured respondents’ intention to leave the organisation over the last nine months. The frequencies revealed that more than 17.6% of the respondents indicated that they never considered leaving their jobs, while 28.4% indicated that they were considering it continuously (M = 3.37; SD = 1.423). Only 15.2% indicated that they were very satisfied, and 28.8% indicated total dissatisfaction with their jobs regarding fulfilment of their personal needs (M = 3.35; SD = 1.407). 9.6% indicated that they were never frustrated if not provided an opportunity in the work situation to realise their personal goals in relation to their work, compared to 36.8% being frustrated at all times (M = 3.59; SD = 1.345). 12% indicated that they have never envisaged another job that would fulfil their personal needs to a greater extent, while 43.2% had done so at all times. (M = 3.80; SD = 1.366). Furthermore, 13.6% indicated that, should they receive such an offer, they would highly unlikely accept any job at the same remuneration level as currently, compared to 37.2% that would most probably accept such an offer (M = 3.56; SD = 1.405). 16.4% of the respondents indicated that they were always looking forward to another day at work, compared to 26.0% who indicated that they had never done so.

Table 4.5: Participants’ turnover intention (N=250)

<table>
<thead>
<tr>
<th>Scale and items</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 How often have you considered leaving your job?</td>
<td>3.37</td>
<td>1.423</td>
</tr>
<tr>
<td>2 How satisfying is your job in fulfilling your personal needs?</td>
<td>3.35</td>
<td>1.407</td>
</tr>
<tr>
<td>3 How often are you frustrated when not given the opportunity at work to</td>
<td>3.59</td>
<td>1.345</td>
</tr>
<tr>
<td>achieve your personal work-related goals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 How often do you dream about getting another job that will better suit your</td>
<td>3.80</td>
<td>1.366</td>
</tr>
<tr>
<td>personal needs?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 How likely are you to accept another job at the same compensation level</td>
<td>3.56</td>
<td>1.405</td>
</tr>
<tr>
<td>should it be offered to you?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 How often do you look forward to another day at work?</td>
<td>3.40</td>
<td>1.357</td>
</tr>
</tbody>
</table>
4.4 RELIABILITY OF THE CONSTRUCTS

Cronbach’s alpha was used to examine reliability in relation to consistency of the constructs used in this study. Muijs (2004:73) asserts that a reliability test assesses the internal consistency of items associated with the constructs. Cronbach’s alpha coefficient with values of above 0.7 is usually acceptable, and values above 0.6 are acceptable in the instance of exploratory research (Field, 2009; Field, 2014:912; Yong & Pearce, 2013:90). Field (2014:912) further indicates that, in the initial stages of research, values of 0.5 will suffice, but interpretation should be made with discretion.

A summary of the internal consistency results of the constructs used for the study is provided in Table 4.6

Table 4.6: Construct reliability

<table>
<thead>
<tr>
<th>Construct</th>
<th>Cronbach’s alpha</th>
<th>Number of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational Leadership</td>
<td>0.94</td>
<td>7</td>
</tr>
<tr>
<td>Accountability Leadership</td>
<td>0.91</td>
<td>6</td>
</tr>
<tr>
<td>Rule-following Leadership</td>
<td>0.90</td>
<td>4</td>
</tr>
<tr>
<td>Political Loyalty Leadership</td>
<td>0.86</td>
<td>5</td>
</tr>
<tr>
<td>Network Governance Leadership</td>
<td>0.91</td>
<td>6</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.71</td>
<td>20</td>
</tr>
<tr>
<td>Work itself</td>
<td>0.72</td>
<td>3</td>
</tr>
<tr>
<td>Supervision</td>
<td>0.67</td>
<td>5</td>
</tr>
<tr>
<td>Co-workers</td>
<td>0.59</td>
<td>3</td>
</tr>
<tr>
<td>Pay</td>
<td>0.59</td>
<td>5</td>
</tr>
<tr>
<td>Promotional opportunities</td>
<td>0.53</td>
<td>4</td>
</tr>
<tr>
<td>Turnover intention</td>
<td>0.76</td>
<td>6</td>
</tr>
</tbody>
</table>

The transformational leadership measuring instrument comprised of seven items, with an internal consistency value of 0.94. The reliability for these seven items was considered satisfactory as the Cronbach’s alpha coefficient values were higher than the accepted threshold of 0.7 (Field, 2009; Field, 2014:912; Yong & Pearce, 2013:90).

For the leadership roles survey, the internal consistency of all four constructs used was above the accepted threshold of 0.7 (Field, 2009; Field, 2014, 912; Yong & Pearce, 2013:90). Hence, the reliabilities were considered satisfactory and acceptable. The four constructs were the following:
• accountability leadership scale comprised of six items, with a Cronbach’s alpha coefficient of 0.91;
• rule-following leadership scale comprised of four items, with a Cronbach’s alpha coefficient of 0.91;
• political loyalty leadership scale comprised of five items, with a Cronbach’s alpha coefficient of 0.86, and
• network governance leadership, which comprised of six items, with a Cronbach’s alpha coefficient of 0.91.

The job satisfaction scale consisted of five facets, namely work as such, supervision, co-workers, payment and promotion opportunities. For work as such, two items (questions 2 and 5) were omitted from the construct and further analyses because they had negative inter-item correlations with the other items. Even after they had been reverse scored, the result was a Cronbach’s alpha coefficient of 0.72. The supervision scale comprised of five items, with a Cronbach’s alpha coefficient of 0.67. The co-worker’s scale originally comprised of five items. Two items (questions 12 and 15) were omitted from the construct and further analyses because they had negative inter-item correlations with the other items. Even after they had been reverse scored, the final Cronbach’s alpha coefficient was 0.59 in this instance. The payment scale consisted of five items, with a Cronbach’s alpha coefficient of 0.59. The promotional opportunities scale originally consisted of five items, but one item (question 22) was omitted because it had negative inter-item correlations with the other items. Even after they had been reverse scored, the reported Cronbach’s alpha coefficient was 0.52. Therefore, the total job satisfaction scale was reduced from 25 items to 20 items. Cronbach’s alpha coefficient of the total job satisfaction scale was 0.71. The reliability of these five constructs and the total job satisfaction were considered satisfactory as the Cronbach’s alpha coefficient values were above the acknowledged threshold of at least 0.5 in the early stages of research, although interpretation should be made with caution (Field, 2009; Field, 2014; Yong & Pearce, 2013:90).

Using Cronbach’s alpha coefficient, the reliability of the turnover intention scale was 0.76. The reliability of these six items was considered satisfactory as the Cronbach’s alpha coefficient values were higher than the accepted threshold of 0.7 (Field, 2009; Field, 2014; Yong & Pearce, 2013:90).
4.5 DESCRIPTIVE STATISTICS OF MEASURING SCALES

The descriptive analysis for all the scales and facets for the current study is summarised in Table 4.7. The descriptive analysis conducted in the study comprised only of frequency, minimum, maximum, mean and standard deviation. The mean score of the transformational leadership scale (M = 3.22; SD = 1.165), showing that respondents on average selected ‘sometimes’ for statements within this scale, indicated that managers sometimes practiced and demonstrated behaviour associated with a transformational leadership style.

The mean score of the accountability leadership scale (M = 3.39; SD = 1.120) indicated that respondents, on average, indicated that their managers sometimes fulfilled the practices and behaviour of an accountability leadership role. The descriptive statistics of the rule-following leadership scale (M = 3.82; SD = 1.131) leaned towards the ‘very often’ response of the scale (4), which indicated that their managers slightly complied with the principles and behaviour expected from the rule-following leadership role. The political loyalty leadership scale (M = 2.29; SD = 1.130) indicated that managers did not enforce or encourage political loyalty as the average response leaned towards ‘rarely’. The network governance leadership scale’s (M = 2.97; SD = 1.190) results indicated that managers sometimes promoted contacts with stakeholders and networks, which indicated that they sometimes complied with the practices and behaviour associated with the network governance leadership role.

The result of the analysis indicated that the mean score of the overall job satisfaction scale (M = 4.11; SD = .973) leaned towards neither agree nor disagree, indicating that the participants had neutral perceptions (neither satisfied nor dissatisfied) towards their jobs. The mean score of the work itself sub-scale results indicated that respondents were slightly satisfied with their work as such (M = 4.70; SD = 1.495), since they on average ‘somewhat agreed’ with the statements. The results of the supervision sub-scale, leaning towards the neither agree nor disagree category, indicated a neutral perception towards their supervisors (M = 4.25; SD = 1.342). The co-worker scale (M = 4.44; SD = 1.460) leaned towards the neither agree nor disagree category, showing a neutral perception towards their co-workers. The results of the payment scale (M = 3.62; SD = 1.304) leaned toward the neither agree nor disagree category, indicating a neutral perception toward payment. Lastly, the results of the
promotion scale (M = 3.87; SD = 1.322) also leaned toward the neither agree nor disagree category, indicating a neutral perception towards the promotional opportunities in their organisation.

The mean score of the turnover intention scale (M = 3.51; SD = .930) indicated that respondents have had a moderately high intention to leave the organisation over the last nine months.

Table 4.7: Descriptive statistics of the scales and items

<table>
<thead>
<tr>
<th>Scales and facets</th>
<th>Valid</th>
<th>Min</th>
<th>Max</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational Leadership</td>
<td>250</td>
<td>1.00</td>
<td>5.00</td>
<td>3.22</td>
<td>1.165</td>
</tr>
<tr>
<td>Accountability leadership</td>
<td>250</td>
<td>1.00</td>
<td>5.00</td>
<td>3.39</td>
<td>1.120</td>
</tr>
<tr>
<td>Rule Following leadership</td>
<td>250</td>
<td>1.00</td>
<td>5.00</td>
<td>3.82</td>
<td>1.131</td>
</tr>
<tr>
<td>Political Loyalty leadership</td>
<td>250</td>
<td>1.00</td>
<td>5.00</td>
<td>2.29</td>
<td>1.130</td>
</tr>
<tr>
<td>Network Governance leadership</td>
<td>250</td>
<td>1.00</td>
<td>5.00</td>
<td>2.97</td>
<td>1.190</td>
</tr>
<tr>
<td>Work itself</td>
<td>250</td>
<td>1.00</td>
<td>7.00</td>
<td>4.70</td>
<td>1.495</td>
</tr>
<tr>
<td>Supervision</td>
<td>250</td>
<td>1.00</td>
<td>7.00</td>
<td>4.25</td>
<td>1.340</td>
</tr>
<tr>
<td>Co-Workers</td>
<td>250</td>
<td>1.00</td>
<td>7.00</td>
<td>4.44</td>
<td>1.460</td>
</tr>
<tr>
<td>Pay</td>
<td>250</td>
<td>1.00</td>
<td>7.00</td>
<td>3.62</td>
<td>1.304</td>
</tr>
<tr>
<td>Promotion opportunities</td>
<td>250</td>
<td>1.00</td>
<td>6.75</td>
<td>3.87</td>
<td>1.319</td>
</tr>
<tr>
<td>Turnover Intention</td>
<td>250</td>
<td>1.00</td>
<td>5.00</td>
<td>3.51</td>
<td>0.930</td>
</tr>
</tbody>
</table>

4.6 SPEARMAN’S RANK-ORDER CORRELATION ANALYSIS

Spearman's rank-order (hierarchy) correlation analysis was calculated to assess the strength and direction of the linear associations between transformational leadership style and job satisfaction as well as turnover intention. The same analysis was also used to measure the interconnection between the four public leadership roles (accountability, rule-following, political and network governance) and job satisfaction as well as turnover intention. Spearman's rho and p-values of the correlations are shown in Table 4.7 below. P-values are reported to provide a complete explanation, although these would not be interpreted, since a convenience sample was used instead of a random sample. The interpretation was based on the effect sizes or Spearman’s rho, and Cohen’s (1988) guidelines for the purpose of interpreting the magnitude of a correlation were used to interpret the Spearman’s rank-order correlation. Specifically, a correlation coefficient of ~0.1 was recommended to be considered as a small effect or no practical significant correlation relationship; a correlation coefficient of ~.30 was considered as a medium effect or practically visible
correlation, and a correlation coefficient of ~.50 was considered to represent a large effect or practically significant correlation (Gignac & Szodorai, 2016:74).

A review of Table 4.8 reveals a positive correlation between transformational leadership and employees’ job satisfaction, although leaning towards a small effect size indicated no practically significant correlation ($r = .228$). There is only a small effect or no practically significant negative correlation between transformational leadership and turnover intention ($r = -.091$).

**Table 4.8: Spearman's rank-order correlation analysis between transformational leadership and job satisfaction as well as turnover intention**

<table>
<thead>
<tr>
<th></th>
<th>Transformational leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>Correlation: .228**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed): .000</td>
</tr>
<tr>
<td>Turnover intention</td>
<td>Correlation: -.091</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed): .152</td>
</tr>
</tbody>
</table>

The positive correlation between the accountability leadership role and job satisfaction showed a medium effect ($r = .311$), which could be interpreted as a visible practical relationship. The positive relationship between the rule-following role and job satisfaction showed a small effect ($r = .241$), indicating no practically significant relationship. The relationship between the political loyalty role and job satisfaction showed a small effect ($r = .199$), indicating no practically significant relationship. The positive correlation between the network governance role and job satisfaction was leaning toward a medium effect ($r = .295$), indicating a practically visible relationship. Therefore, the results indicated that only the accountability leadership role and network governance role had a practically visible relationship with job satisfaction.

On the other hand, the Spearman's rho correlation analysis revealed that the correlations between accountability role ($r = -016$); rule-following role ($r = .008$); political loyalty role ($r = -.153$), and network governance role ($r = .012$) and turnover intention were small, which showed no practically significant relationship.
Table 4.9: Spearman’s rank-order correlation analysis between public leadership roles and job satisfaction as well as turnover intention

<table>
<thead>
<tr>
<th>Job satisfaction</th>
<th>Accountability role</th>
<th>Rule following role</th>
<th>Political loyalty role</th>
<th>Network governance role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td>.311**</td>
<td>.241**</td>
<td>.199**</td>
<td>.295**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.002</td>
<td>.000</td>
</tr>
<tr>
<td>Turnover intention</td>
<td>Correlation</td>
<td>-.016</td>
<td>-.153*</td>
<td>.012</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.800</td>
<td>.898</td>
<td>.015</td>
<td>.847</td>
</tr>
</tbody>
</table>

4.7 SUMMARY

The chapter reported the results of the study. To attain the research objectives, namely to establish the interconnection between transformational leadership style, job satisfaction and turnover intention as well as the relationship between public leadership roles, job satisfaction and turnover intention, various statistical techniques were used. A descriptive analysis was done to determine the demographic characteristics of the respondents. Descriptive analyses were done of the various constructs used in this study, namely transformational leadership, public leadership roles, job satisfaction, and turnover intention. Cronbach’s alpha values were calculated to establish the reliability and internal consistency of the measuring instruments. Spearman’s rho was performed to establish the relationship between transformational leadership style, job satisfaction and turnover intention, and also to establish the relationship between the four public leadership roles, job satisfaction and turnover intention.

The discussion of the results follows in Chapter Five.
CHAPTER FIVE

DISCUSSION OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

This study investigated the interconnection between transformational leadership style and public leadership roles, job satisfaction and turnover intention. To reach the objectives of the study, as stated in section 1.4.1, Chapter One of the study provided the background, rationale and problem statement that guided the study. Chapter Two reviewed relevant literature and provided the theoretical foundation upon which the study was grounded. Chapter Three explained the research design and methods employed to collect empirical data necessary to answer the research question in detail. With the aid of SPSS version 26.0, Chapter Four of the study analysed, presented and interpreted the results from the data collected from 250 respondents. Chapter Five of the study provides a summary of the findings, recommendations and conclusions based on the empirical results. This chapter begins with a summary of the main findings in response to the research questions of the study (refer section 1.4.2). The chapter continues by highlighting the possible limitations of the study. The chapter also provides recommendations on possible strategies that leaders in public sectors can adopt to increase employees' satisfaction as well as to reduce turnover intention. Recommendations for future research are also provided.

5.2 DISCUSSION OF DEMOGRAPHIC CHARACTERISTICS

The research findings revealed that the majority of the employees at SASSA North West province at the time of the study were females between the ages of 40-49 years. These females represented a matured labour force, as opined by Bothma and Roodt (2013). The study further indicated that most of these females have been employed in posts between level 5 to level 8, and have been working at SASSA North West province between 10-19 years. Furthermore, the study found that most of the employees at SASSA North West province held a national senior certificate/matric, or degree or diploma, and the majority of them were working at the Dr Kenneth Kaunda office and the Regional office. Finally, the study revealed that the majority of these employees have been working in the grant administration section.
5.3 DISCUSSION OF THE DESCRIPTIVE ANALYSIS OF VARIABLES

This section provides a summary of the findings of the descriptive analysis of transformational leadership, public leadership roles, job satisfaction and turnover intention.

5.3.1 Discussion of participants’ perceived transformational leadership style of their managers

The mean scores for the transformational leadership items were ranging between 3.11 and 3.35. The moderate to high mean scores and category responses showed that managers communicated a clear and positive vision of the future, treated staff as individuals, supported and encouraged their development, and provided encouragement and recognition to staff. Managers fostered trust, involvement and cooperation among team members, encouraged thinking about problems in new ways, questioned assumptions, were clear about their values, and practiced what they preached. Managers instilled pride and respect in other people and inspired them by being examples of high competency themselves. The overall mean score of the transformational leadership scale was M = 2.22 (SD = 1.165), revealing that the average response selected for statements within the scale was ‘sometimes’. Therefore, it could be concluded that respondents had slightly positive perceptions towards the transformational leadership behaviour of their managers. The findings of this research study are in this regard consistent with the findings of a previous study in which employees’ perceptions of transformational leadership significantly predicted satisfaction with communication, their jobs, as well as support, encouragement and recognition given to them (Banks, McCauley, Gardner & Guler, 2016). The research findings of Ölçer (2015), revealed that leaders who practice transformational leadership styles are successful to accomplish meaningful higher levels of commitment.

5.3.2 Discussion of participants’ perceived public leadership roles of their managers

Regarding accountability leadership, participants indicated that their managers encouraged them to explain their actions to various interested parties; encouraged them to inform interested parties of their ways of performing work related tasks, and
provided them with opportunities to explain their behaviour to interested parties. Managers also emphasised the importance of responding to the questions of clients, strived to ensure that they shared the operation of their organisational unit openly and honestly with others, and encouraged them to inform stakeholders of reasons why individual decisions have been taken. The overall mean score \( M = 3.39; \) \( SD = 1.120 \) of the accountability role indicated that their managers sometimes fulfilled the practices and behaviour of an accountability leadership role.

In terms of rule-following leadership, participants indicated that their managers emphasised to them that it was crucial to follow the law, provided them with the means to follow government rules and regulations properly, and emphasised that they should carry out government policies properly. Managers also ensured that employees adhered to the rules and regulations accurately and properly. The responses leaned towards the ‘very often’ response of the scale, and the mean score \( M= 3.82; \) \( SD = 1.131 \) indicated that their managers often promoted the principles and demonstrated the type of behaviour expected from the rule-following leadership role.

Managers did not encourage employees to act in accordance with political decisions, even when other interested parties questioned their behaviour in that regard. However, managers encouraged them not to jeopardise the relationship with political leaders, in spite of possible risks involved. Managers did also not encourage employees to carry out political decisions, in spite of the possibility of more responsibilities involved, or to support choices made on the basis of political preference, notwithstanding possible realisation of weaknesses. Lastly, managers did not encourage employees to promote political decisions, even when they realised drawbacks. Regarding the political loyalty leadership role, the results showed \( M = 2.29; \) \( SD = 1.130 \), and the selected average ‘rarely’ category indicated that managers did not enforce or encouraged political loyalty.

Regarding the network governance leadership role, the majority of managers encouraged employees to maintain a wide variety of contacts with other organisations and to devote significant effort to the growth of new contacts. Managers motivated employees to collaborate with people from their networks regularly and to establish numerous contacts with people from other departments than their own, to familiarise other people with their personal contacts, and encouraged employees to act as key
players between various organisations. The results revealed (M = 2.97; SD = 1.190) that managers sometimes promoted contacts with stakeholders and networks, indicating that managers sometimes fulfilled the practices and behaviour expected from the network governance leadership role.

5.3.3 Discussion of participants’ job satisfaction levels

Regarding employees’ job satisfaction, five aspects of job satisfaction were examined in this research study, namely: work itself, supervision, co-workers, payment, and promotional opportunities. The findings indicated that the majority of employees at SASSA North West Province were slightly satisfied with their work as such. The results also revealed that employees had a neutral perception towards their managers/supervisors (neither satisfied nor dissatisfied). However, a minority of respondents indicated their dissatisfaction with their supervisors, which revealed some problem areas that needed further investigation.

Overall, the respondents had a neutral perception towards their co-workers, but a substantial percentage indicated their dissatisfaction with their co-workers. The mean score of the payment scale indicated a neutral perception towards payment. The respondents had a neutral perception towards the promotional opportunities. The mean of the overall job satisfaction of respondents leaned towards the ‘neither agree nor disagree’ category, indicating neither satisfaction nor dissatisfaction with their jobs.

5.3.4 Discussion of participants’ turnover intention

Most of the respondents pointed out that their jobs did not fulfil their personal needs. The frustration levels were high because they were not provided the chance to reach their personal goals in relation to their work. Most of the participants dreamt of obtaining other jobs that would satisfy their own needs to a greater extent. The respondents were also inclined to take on other jobs with the same compensation level. Most of the respondents indicated that they did not have a feeling of enthusiasm about going to their work the following day. The turnover intention survey revealed that employees have had a moderately high intention to leave the organisation over the last nine months.
5.4 Discussion of the relationship between transformational leadership and the four public leadership roles, job satisfaction and turnover intention

Their group of employees is a valuable and productive resource for each organisation, and they fulfil a vital function in the sustainable growth and progress of an organisation (Singh, 2019:425). The findings of this study revealed a minor positive interconnection between transformational leadership and employees’ job satisfaction, indicative of no practically significant relationship. The findings of the study do not correlate with findings from other studies, according to which transformational leadership style enhances employees’ job satisfaction (Sow, Murphy & Osuoha, 2017:8; Cakmak et al., 2015:35; Long et al., 2014; Saleem, 2015). The results of this study do not correlate with the results of a study by Tummers and Knies (2015:446), which showed a moderate positive relation of job satisfaction to accountability leadership (.272), political loyalty (.106), rule-following leadership (.200) and network governance leadership (.238).

This study showed a weak negative interconnection between transformational leadership and turnover intention, which indicates no practically significant relationship. This result differs from the study done by Ölçer (2015), which findings indicated that an effective transformational leadership style increases employees’ job satisfaction and decreases their turnover intention. However, other studies revealed a negative correlation between the components of transformational leadership and turnover intention (see Sow et al., 2017). Gyensare, Kumedzro, Sanda and Boso (2017:324) also found in their study a negative relation of transformational leadership to voluntary turnover intention ($r = -.16$).

A medium positive correlation ($r = .311$) was shown between the accountability leadership role and job satisfaction, indicating a visible practical relationship. The positive interconnection between the rule-following role and job satisfaction showed a small effect ($r = .241$), indicating no practically significant relationship. The relationship between the political loyalty role and job satisfaction showed a small effect ($r = .199$), indicating no practically significant relationship. The positive correlation between the network governance role and job satisfaction was leaning towards a medium effect ($r = .295$), indicating a practically visible relationship. These results indicated that only
the accountability leadership role and network governance role had practically visible interconnections with job satisfaction.

Opposite to the above-mentioned results, Spearman's rho correlation analysis revealed that the correlations between accountability role (r = -0.016); rule-following role (r = 0.008); political loyalty role (r = -0.153) and network governance role (r = 0.012 ) and turnover intention were small, indicating no practically significant interconnection. These results do not support the findings of a study by Tummers and Knies (2015:446), which indicated that three of the four public leadership roles, namely network governance, accountability leadership and rule-following leadership were moderately negatively related to turnover intention.

5.5 MANAGERIAL IMPLICATIONS AND RECOMMENDATIONS

This study bodes important implications for managerial practices. The research results strengthen the significance of attributes of transformational leadership in leading officers in the public sector organisations in South Africa that wish to promote positive attitudes in employees and their work climate. The managerial implication is that public sector organisations in South Africa seeking a way of increasing employees’ satisfaction have to consider paying more attention to their followers’ job satisfaction facets and turnover intention to help their followers feeling connected to their working environment. Furthermore, public sector managers should revise the role of their organisational culture, remuneration, adaptable working hours, career progression and communication as possible strategies to reduce employees’ turnover intention.

The findings revealed that transformational leadership style and public leadership roles are critical factors having an influence on employees’ job satisfaction and turnover intention. Therefore, a significant workplace relationship should be developed in public sector organisations in which transformational leadership style and public leadership roles need to be employed. Another managerial implication is that middle as well as top-level management should attempt to bring about an environment of trust, respect, loyalty and recognition for their workforce as an effect to lessen employees' turnover intention (Gyensare, Anku-Tsede, Sanda & Okpoti, 2016:243).
On the basis of findings of this research study, specific recommendations are made. Public sector organisations should provide their leaders with leadership training programmes at all levels. Managers should be made aware of the practices and behaviour expected from transformational leadership, for example: the communication of an explicit, positive future vision; behaviour towards staff members as unique persons; to assist and inspire their development by providing morale boosting and acknowledgement; to cherish confidence, involvement and collaboration among team members; to encourage reflection on difficulties innovatively, and to question presumptions. They should be specific with regard to values and act according to their articulated principles and values. A feeling of dignity and respect should be instilled in others and they should be motivated because of their managers’ example of competency. Public managers should fulfil their leadership roles effectively and efficiently. In accordance with the recommendations of Tummers and Knies (2015), managers should practice and behave according to the principles and expectations required from the different roles, for example: accountability leadership motivates employees to explain and justify their deeds to different internal and external stakeholders. Public managers should motivate employees to promote the interest of the ruling party. Public managers should promote network governance leadership by motivating employees to engage and work in the best interest of stakeholders. Public managers should demonstrate rule-following leadership by inspiring their employees to always comply with rules, procedures and policies.

To increase employees’ satisfaction with work as such, chances for giving credit to achievements, personal development and job security should be provided (Bowling et al., 2018:387; Storbeck & Clore, 2007). Fair and just treatment of subordinates would improve satisfaction in their working environment (Bowling et al., 2018:388; Duffy, Ganster & Pagon, 2002; Frone, 2000; Tepper, 2000). Interpersonal relations and interpersonal treatment are vital factors that determine employees’ satisfaction with co-workers. (Bowling et al., 2018:388). Provide social support to all employees and act against mistreatment (Fenlason & Beehr, 1994; Viswesvaran et al., 1999; Duffy et al., 2002; Frone, 2000; Spector & Jex, 1998). Ensure that remuneration packages are fair (Williams, McDaniel, & Nguyen, 2006), and based on organisational justice theory (e.g., Colquitt, 2012). Ensure that promotional opportunities are fair.
Some of the strategies managers could implement to reduce turnover intention include the offering of market-related remuneration; opportunities to study; benefits and security; opportunity to work in a self-governing way; inclination towards merit; career progression; expedited upward development; effective communication; diversity in the workforce; employment of skilled workers; training and development; flexible work hours; effective leadership, and to create a healthy work culture (Cloutier, Felusiak, Hill & Pemberton-Jones, 2015; Das, 1996; Singh, 2019:426; Sinha & Sinha, 2012; Attridge, 2009; James & Mathew, 2012; Al Mamun & Hasan, 2017:66).

5.6 LIMITATIONS OF THE STUDY

The study was conducted within the context of leadership and performance management, therefore various limitations should be accepted. The scope of the study was limited within the transformational leadership style and public leadership roles as independent variables and their interconnection with employees’ job satisfaction and turnover intention as dependent variables in the SASSA North West region. A quantitative research approach was employed, and the data collection was limited to a specific region in South Africa, namely the North West region. Furthermore, participants for the study were limited to employees holding posts from levels 1-12, excluding senior management levels. In this regard, the results for the study were not generalised to the entire SASSA employees in South Africa.

5.7 AREAS FOR FUTURE RESEARCH

Future research regarding this field should be conducted on a longitudinal basis so that data can be collected at a different point in time to provide additional support to model the causality between transformational leadership style and public leadership roles with job satisfaction and turnover intention. A future researcher should develop a self-assessment research instrument whereby leaders can evaluate their own leadership styles and roles.

More research could further enhance the body of knowledge on the subject by including subjective variables such as employees’ performance indicators (Abelha, da Costa Carneiro & Cavazotte, 2018), and specific dimensions of organisational culture (Sow, Murphy, & Osuoha, 2017).
5.8 CONCLUSIONS

The objectives of this study were to determine the relationship or interconnection between transformational leadership style, job satisfaction and turnover intention in SASSA North West and also to establish the interconnection between the four public leadership roles, job satisfaction and turnover intention. The first research question explored if there was a link between transformational leadership, job satisfaction and turnover intention. The second research question explored if there was an interconnection between the four public leadership roles, job satisfaction and turnover intention. A correlational research design was used to provide answers to the research questions. The statistical techniques that were used included descriptive statistics (frequencies, means and standard deviations) of the demographic characteristics of the respondents, transformational leadership style, public leadership roles, job satisfaction and turnover intention. Cronbach's alpha was used to test the reliability and internal consistency of the measuring instruments. Spearman’s rho was used to test for correlations between transformational leadership, job satisfaction and turnover intention, and also for correlations between the four public leadership roles, job satisfaction and turnover intention.

The results of this study showed a minor positive interconnection between transformational leadership and job satisfaction and a minor negative interconnection with turnover intention. Similar studies revealed a strong positive interconnection between transformational leadership and job satisfaction and a negative interconnection with turnover intention. Therefore it can be accepted that effective transformational leadership may enhance employees' job satisfaction and decrease their turnover intention. The results also indicated that accountability leadership and a network governance role had a practically visible positive interconnection with job satisfaction, while correlations between the accountability role, rule-following role; political loyalty role, network governance role and turnover intention were small, indicating no practically significant relationship. However, a similar study by Tummers and Knies (2015:446) indicated that three of the four public leadership roles, namely network governance, accountability leadership and rule-following leadership were moderately negatively related to turnover intention. Hence, the effective fulfilment of the public leadership roles may improve job satisfaction and lower employees'
turnover intention. This study contributed to the body of knowledge by providing a conceptual-theoretical framework and reliable measuring instrument for investigating the interconnection between the two independent variables, namely transformational leadership and the four public leadership roles, and the two dependent variables, namely job satisfaction and turnover intention.
REFERENCE LIST


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https://repository.nwu.ac.za/bitstream/handle/10394/31040/Phati_LR.pdf?sequence=1&isAllowed=y


APPENDIX A: LETTER OF INTRODUCTION

RE: RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP STYLE AND PUBLIC LEADERSHIP ROLES, JOB SATISFACTION AND TURNOVER INTENTION

Dear Participant

Your name has been randomly selected to participate in a research study by Freddy Tiro on the relationship between transformational leadership style and public leadership roles, employees' job satisfaction and turnover intention at the South African Social Security Agency (SASSA) North West region. This research is for my mini-dissertation for an MBA degree under the supervision of Professor Petrus Albertus Botha at the Business School of North-West University. Your participation in the study will be highly appreciated to ensure the success of the project. All employees from level one (1) to twelve (12) are requested to participate. The questionnaire is straightforward and quick to complete. It will only require 20-30 minutes to complete. This study is anonymous. We will not collect or retain any information about your identity. Please complete the questions as accurately and honestly as possible.

Thank you for your participation

Yours sincerely

Freddy Tiro
APPENDIX B: LETTER OF CONSENT

YOUR COPY (FILE FOR YOUR OWN PERSONAL RECORD)

Consent Form for Participation in a research study North-West University

The Business School, Faculty of Economic and Management Sciences, North-West University

Research on the relationship between transformational leadership style and public leadership roles, job satisfaction and turnover intention

Description of the research

You are invited to participate in a research study conducted by Freddy Tiro under the supervision of Prof Petrus Botha of the Business School, Faculty of Economic and Management Sciences, North-West University. The purpose of the study is to investigate the relationship between transformational leadership style and public roles, job satisfaction and turnover intention within SASSA North West region. For the purpose of this study, your name has been randomly selected by the researcher as one of the representative samples of officials in your institution selected to complete a questionnaire.

Protection of confidentiality and voluntary participation

I wish to assure you that all information I receive will remain confidential and that your participation will remain anonymous. Your contribution to this study is extremely important to ensure the success of the project. Your participation in this research study is, however, voluntary. You may choose not to participate, and you may withdraw your consent to participate at any time. You will not be penalised in any way should you decide to withdraw from this study. The demographic information will only be used to obtain a profile of the respondents. I wish to assure you that the demographic variables will only be used to obtain a profile and will not be used for any other statistical analyses.
Your participation

The questionnaire has been structured in such a way that it facilitates quick and easy completion. In trial runs it was determined that it would only take 30 minutes to complete. Your task is to work through the questionnaire as quickly as you can and answer the questions as accurately and honestly as possible. Full details are provided on how to complete the questionnaire. Please place your completed questionnaires in the sealed box. The questionnaires will be collected by the researcher.

Potential benefits

Once the data have been analysed, summary findings will be presented to SASSA, and I will cooperate with them on how to respond to the results. In this way, your contribution to the research should benefit you and your institution in future. The value and outcome of the research depend on your willingness to take part in this project.

Contact information

If you have any questions or concerns about this study or if any problems arise, please contact:

- Professor Petrus Albertus Botha at 018 389 2089; e-mail petrus.botha@nwu.ac.za.
- F Tiro: (w) 018 397 3392; cell: 060 528 1987; e-mail: freddy.tiro@gmail.com

Consent

I have read this consent form and have been given the opportunity to ask questions. I give my consent to participate in this study. By completing the questionnaire, I give consent to participate in this study.
APPENDIX C: QUESTIONNAIRE

SECTION A: DEMOGRAPHIC INFORMATION

Answer each question (for statistics purposes only). Please mark with an ‘X’ in the box on the right the number that best characterises your response. Your honest responses and complete participation are important to the ultimate success of this study. Thank you, in advance, for your participation.

1. Please indicate your gender

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
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</tbody>
</table>

2. Please indicate your age group

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>20-29</td>
<td>1</td>
</tr>
<tr>
<td>30-39</td>
<td>2</td>
</tr>
<tr>
<td>40-49</td>
<td>3</td>
</tr>
<tr>
<td>50-59</td>
<td>4</td>
</tr>
<tr>
<td>60 &amp; Older</td>
<td>5</td>
</tr>
</tbody>
</table>

3. Indicate in which post level category you fall (tick in the appropriate block)

<table>
<thead>
<tr>
<th>Post Level Category</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Between levels 1-4</td>
<td>1</td>
</tr>
<tr>
<td>Between levels 5-8</td>
<td>2</td>
</tr>
<tr>
<td>Between levels 9-12</td>
<td>3</td>
</tr>
</tbody>
</table>

4. Indicate the number of years in the public service

<table>
<thead>
<tr>
<th>Years in Public Service</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>0-9</td>
<td>1</td>
</tr>
<tr>
<td>10-19</td>
<td>2</td>
</tr>
<tr>
<td>20-29</td>
<td>3</td>
</tr>
<tr>
<td>30-39</td>
<td>4</td>
</tr>
<tr>
<td>40 and more</td>
<td>5</td>
</tr>
</tbody>
</table>

5. Indicate your highest qualification level

<table>
<thead>
<tr>
<th>Qualification Level</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>National Certificate (Matric)</td>
<td>1</td>
</tr>
<tr>
<td>Higher certificate</td>
<td>2</td>
</tr>
<tr>
<td>Degree or Diploma</td>
<td>3</td>
</tr>
<tr>
<td>Diploma or advanced diploma</td>
<td>4</td>
</tr>
<tr>
<td>Honours Degree or Postgraduate Diploma</td>
<td>5</td>
</tr>
<tr>
<td>Master’s Degree</td>
<td>6</td>
</tr>
<tr>
<td>Doctoral Degree</td>
<td>7</td>
</tr>
<tr>
<td>Other</td>
<td>8</td>
</tr>
</tbody>
</table>
6. **Please indicate your work location**

<table>
<thead>
<tr>
<th>Location</th>
<th>1</th>
<th>2</th>
<th>3</th>
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<th>5</th>
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</thead>
<tbody>
<tr>
<td>Bojanala</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr Kenneth Kaunda</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ngaka Modiri Molema</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr Ruth Segomotsi Mompati</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Office</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7. **Please indicate in which section you are working**

<table>
<thead>
<tr>
<th>Section</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate services</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant administration</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Admin</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SECTION B: TRANSFORMATIONAL LEADERSHIP SURVEY**

Asses your supervisor/manager on the following statements with: never = 1, rarely = 2, sometimes = 3, very often = 4 and always = 5.

<table>
<thead>
<tr>
<th>Items</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Communicates a clear and positive vision of the future</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2. Treats staff as individuals, supports and encourages their development</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3. Gives encouragement and recognition to staff</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4. Fosters trust, involvement and cooperation among team members</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5. Encourages thinking about problems in new ways and questions assumptions</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6. Is clear about his/her values and practices which he/she preaches.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7. Instills pride and respect in others and inspires me by being highly competent</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
**SECTION C: LEADERSHIP ROLES SURVEY**

Assess how effective your supervisor/manager fulfil the practices of leadership roles. The person that you are rating perform certain leadership roles ranging from never = 1, rarely = 2, sometimes = 3, very often = 4 and always = 5.

<table>
<thead>
<tr>
<th>Item</th>
<th>Every item starts with <strong>My supervisor /manager</strong></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Encourages me and my colleagues to explain our actions to various stakeholders</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2.</td>
<td>Encourages us to inform stakeholders of our way of working</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3.</td>
<td>Provides us with the opportunity to explain our behaviour to stakeholders</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4.</td>
<td>Emphasises that it is important that we answer questions from clients.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5.</td>
<td>Strives to ensure that we openly and honestly share the actions of our organisational unit with others</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6.</td>
<td>Encourages us to explain to stakeholders why certain decisions were taken</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7.</td>
<td>Emphasises to me and my colleagues that it is important to follow the law</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8.</td>
<td>Gives me and my colleagues the means to properly follow government rules and regulations</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9.</td>
<td>Emphasises that my colleagues and I should carry out government policies properly</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10.</td>
<td>Ensures that we accurately follow the rules properly</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>11.</td>
<td>Encourages me and my colleagues to support political decisions, even when other stakeholders confront us with it</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>12.</td>
<td>Encourages me and my colleagues not to jeopardise the relationship with political heads, even if that entails risks</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>13.</td>
<td>Encourages me and my colleagues to implement political decisions, even if that means undertaking additional responsibilities</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>14.</td>
<td>Encourages me and my colleagues to defend political choices, even if we see shortcomings</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>15.</td>
<td>Encourages me and my colleagues to support political decisions, even when we see downsides</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>16.</td>
<td>Encourages me and my colleagues to maintain many contacts with other organisations</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>17.</td>
<td>Encourages me and my colleagues to invest substantial energy in the development of new contacts</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>18.</td>
<td>Motivates me and my colleagues to regularly work together with people from our networks</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>19.</td>
<td>Motivates me and my colleagues to develop many contacts with people outside our own department</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>20.</td>
<td>Encourages me and my colleagues to introduce others to contacts of our own networks</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>21.</td>
<td>Encourages me and my colleagues to be a key player between different organisations</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
SECTION D: JOB SATISFACTION SURVEY

Please encircle the one number for each question that comes closest to reflecting your opinion about it. Assess your current job at SASSA on the following items ranging from strongly disagree = 1, disagree = 2, somewhat disagree = 3, neither agree nor disagree = 4, sometimes agree = 5, agree = 6 and strongly agree = 7.

<table>
<thead>
<tr>
<th>Items</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Overall, I am very pleased with the types of activities that I do on my job.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>2. I would be more content with my job if I were doing tasks that are different from the ones I do now.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>3. I am more satisfied with the types of work I currently do that with almost any other work I have ever done.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>4. All in all, I am very satisfied with the things I do at work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>5. All in all, I would rather have some other kind of duties in my work (reverse-scored)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>6. Overall, I am very pleased with the way my manager supervises me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>7. I would be more content with my job if my manager did not work here.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>8. I am more satisfied with my manager than with almost anyone I have ever worked for.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>9. All in all, I am very satisfied with this person as my manager.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>10. All in all, I would rather work for some other manager.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>11. Overall, I am very pleased to work with my co-workers.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>12. I would be more content with my job if my co-workers did not work here.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>13. I am more satisfied with my co-workers than with almost anyone I have ever worked with before.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>14. All in all, I am very satisfied with my co-workers.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>15. All in all, I would rather work with some other kind of co-workers.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>16. Overall, I am very pleased with how much money I earn.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>17. I would be more content with my job if my pay were not so low.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>18. I am more satisfied with my pay now than I have almost ever been.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>19. All in all, I am very satisfied with my pay.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>20. All in all, I would rather have better pay.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>21. Overall, I am very pleased with my opportunities for promotion.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>
112

Items | 1 | 2 | 3 | 4 | 5 | 6 | 7
--- | --- | --- | --- | --- | --- | --- | ---
22. I would be more content with my job if my promotion opportunities were not so poor. | 1 | 2 | 3 | 4 | 5 | 6 | 7
23. I am more satisfied with my opportunities for promotion now than with almost any other promotional opportunities I have ever had. | 1 | 2 | 3 | 4 | 5 | 6 | 7
24. All in all, I am very satisfied with my chances for promotion. | 1 | 2 | 3 | 4 | 5 | 6 | 7
25. All in all, I would rather have more opportunities for promotion. | 1 | 2 | 3 | 4 | 5 | 6 | 7

SECTION E: TURNOVER INTENTION SURVEY

The following section aims to ascertain the extent to which you intend to stay at SASSA. Please read each question and indicate your response using the scale provided for each question: encircle or put an X across the option you deem appropriate.

DURING THE PAST 9 MONTHS

<p>| | | | | | | |</p>
<table>
<thead>
<tr>
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</tr>
</thead>
</table>
| 1. | How often have you considered leaving your job? | Never | 1----2----3----4----5 | Always
| 2. | How satisfying is your job in fulfilling your personal needs? | Very satisfying | 1----2----3----4----5 | Totally dissatisfying
| 3. | How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals? | Never | 1----2----3----4----5 | Always
| 4. | How often do you dream about getting another job that will better suit your personal needs? | Never | 1----2----3----4----5 | Always
| 5. | How likely are you to accept another job at the same compensation level should it be offered to you? | Highly unlikely | 1----2----3----4----5 | Highly likely
| 6. | How often do you look forward to another day at work? | Always | 1----2----3----4----5 | Never

Thank you for your cooperation.
APPENDIX D: ETHICAL CLEARANCE

28 February 2020

Prof P A Botha
Per e-mail
Dear Prof Botha

EMS-REC FEEDBACK: 28022020
Student: Tiro, F (276877465)/(NWU-01337-19-A4)
Applicant: Prof PA Botha - MBA

Your ethics application on, Impact of transformational leadership style and public roles on employee’s job satisfaction and turnover intention within SASSA North West region, which served on the EMS-REC meeting of 28 February 2020, refers.

Outcome:

Approved as a minimal risk study. A number NWU-01337-19-A4 is given for three years of ethics clearance.

Kind regards,

Mark Rathbone
Chairperson: Economic and Management Sciences Research Ethics Committee (EMS-REC)