



Investigating the relationships between transformational leadership, job satisfaction and organisation commitment in the municipalities of the Dr Kenneth Kaunda District

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Mini-dissertation accepted in partial fulfilment of the requirements for the degree *Master of Business Administration* at the North-West University

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DECLARATION

I, Rufane Alistair Makousa, declare that the dissertation entitled “Investigating the Relationship between Transformational Leadership, Job Satisfaction, and Organisational Commitment in the Municipalities of the Dr Kenneth Kaunda District,” hereby submitted for the degree of Master of Business Administration (MBA) at the North West University Business School, North-West University, has not previously been submitted by me for a degree at this or any other institution. I further declare that this is my original work in design and execution and that all sources and materials used in the dissertation have been duly acknowledged.

DEDICATION

This study is dedicated to my late mother, Josephine Alleta Makousa, whose unwavering love and remarkable strength remain a constant source of inspiration. I also devote this work to my wonderful children, whose boundless patience and encouraging words have been invaluable throughout this journey.

To the dedicated lecturers of the NWU Business School, my fellow students, and my supportive colleagues at work, your insights, encouragement, and understanding have greatly enriched this experience and played an integral role in my success.

I am deeply thankful to my study supervisor and all involved who have lent their support along the way; your guidance and steadfast belief in my abilities have made this achievement possible. This accomplishment is not solely mine; it stands as a testament to the collective support and encouragement I have received from each of you.

PREFACE

This dissertation, titled "Investigating the Relationship between Transformational Leadership, Job Satisfaction, and Organisational Commitment in the Municipalities of the Dr. Kenneth Kaunda District," represents the culmination of my academic and professional journey as an MBA student. It underscores my dedication to understanding and addressing municipalities' significant challenges in promoting effective leadership while enhancing employee well-being and engagement.

The topic was chosen based on my extensive experience in local government as a Councillor for the second term and my keen interest in the dynamics of leadership and its impact on organisational outcomes. Having served as a Ward Councillor from 2016-2021 and been re-elected in 2021, I have witnessed how leadership styles influence employee morale and productivity. This study's objective is to contribute knowledge regarding transformational leadership and its efficacy in enhancing municipal service delivery and fostering organisational commitment within the context of South Africa.

This research integrates theoretical frameworks with practical insights to offer actionable recommendations for municipal leaders, policymakers, and administrators. It underscores the importance of leadership in effectively dealing with complex public sector management challenges, particularly in regions confronted with diverse challenges and opportunities.

This dissertation meets the academic requirements set forth by North-West University (NWU) for completing the MBA program. My aim is for this work to serve as a valuable resource for all who can contribute to the development in leadership, job satisfaction, and organisational development in the public sector as well as other sectors.

I am grateful for this wonderful opportunity to be part of this field of study and the support I have received throughout this journey.

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I also want to say thanks to the municipal leaders, employees, and stakeholders in the Dr. Kenneth Kaunda District who actively participated in the research process. Your time, honesty, and insights were vital to the success of this study.

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I also want to recognise my family and friends, whose steadfast belief in my capabilities and ongoing encouragement sustained my motivation during challenging moments. I sincerely thank you for your patience and understanding during this demanding period.

Finally, I dedicate this mini dissertation to the dedicated professionals in the public sector who work tirelessly to enhance service delivery and make meaningful impacts in their communities.

Nothing would have been possible without the collective support and encouragement of everyone mentioned above. I THANK YOU.

ABSTRACT

Investigations focusing on transformational leadership and its consequences are essential. The importance stems from transformational leadership's association with important employee outcomes and attitudes. Research suggests that transformational leadership is positively related to job satisfaction and affective organisational commitment. However, these relationships were never tested or confirmed in the context of municipalities in the Dr. Kenneth Kaunda District of South Africa. This study, therefore, investigates the relationships between transformational leadership, organisational commitment, and job satisfaction in municipalities in the Dr. Kenneth Kaunda District of South Africa. The study was aimed at determining the relationships transformational leadership behaviours and employee attitudes such as job satisfaction and affective organisational commitment.

Utilizing questionnaires, the study makes use of a cross-sectional design and quantitative approach, reach its' objectives. The findings show significant positive correlations between transformational leadership and employee attitudes such as job satisfaction and organisational affective commitment. In addition, it confirms affective commitment as a mediator in the relationship between transformational leadership and job satisfaction. These results underscore the significance of transformational leadership in boosting employee satisfaction and organisational commitment, providing insights for both theoretical and practical applications. Recommendations are provided for future research and the municipalities in the Dr. Kenneth Kaunda District of South Africa.

Keywords: Transformational leadership, job satisfaction, commitment

LIST OF ABBREVIATIONS

MLQ	Multifactor Leadership Questionnaire
MSQ	Minnesota Satisfaction Questionnaire
SPSS	Statistical Package for the Social Sciences
EFA	Exploratory Factor Analysis
KMO	Kaiser-Meyer-Olkin
TL22	Transformational leadership 22
SD	Standard Deviation

TABLE OF CONTENTS

DECLARATION	II
DEDICATION	III
PREFACE	IV
ACKNOWLEDGEMENTS	V
ABSTRACT	VI
LIST OF ABBREVIATIONS	VII
LIST OF TABLES.....	XI
LIST OF FIGURES	XII
CHAPTER 1 NATURE AND SCOPE OF THE STUDY	1
1.1 Introduction	1
1.2 Background of the Study	2
1.3 Primary Objective	3
1.4 Secondary Objectives	4
1.5 Research Question	5
1.5.1 Primary research question	5
1.5.2 Secondary research questions	5
1.6 Scope of the Study	5
1.7 Methodology	6
1.8 Literature Review	6
1.9 Empirical Study	6

1.10	Research Paradigm	7
1.11	Research Approach	8
1.12	Research Strategy	8
1.13	Time Horizon	9
1.14	Study Population Sample and Sample Technique	9
1.15	Measuring Instruments	11
1.16	Statistical Analysis	13
1.17	Reliability and Validity	14
1.18	Ethical considerations	14
1.19	Contribution of the Study	15
1.20	Limitations of the Study	15
1.21	Layout of the Study	16
1.22	Timeframe.....	17
CHAPTER 2 RESEARCH ARTICAL.....		18
 CHAPTER 3 DISCUSSIONS, IMPLICATIONS, RECOMENDATION AND LIMITATIONS.....		70
3.1	Discussion	70
3.2	Managerial Implication	72
3.3	Recomendation	73
3.4	Limitations and Recomendations for Future Studies.....	74
3.5	Conclusion	76
REFERENCES		78

APPENDIX A LANGUAGE EDITING	102
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LIST OF TABLES

Table 1: Exploratory factor analysis of the constructs	40
Table 2: Descriptives	41
Table 3: Correlations	43
Table 4: Regression analysis results.	45
Table 5: Indirect effects of transformational leadership via affective commitment on extrinsic and intrinsic job satisfaction	46

LIST OF FIGURES

Figure 4-1: Estimate plot.....	46
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NATURE AND SCOPE OF THE STUDY

1.1 Introduction

Leadership in South African municipalities plays a pivotal role in transforming local governance, enhancing service delivery, and fostering socio-economic development. Effective municipal leadership is essential for navigating complex challenges, fostering innovation, and improving organizational culture and employee morale. This is particularly important in the context of South Africa's post-apartheid era, where municipalities are tasked with addressing historical social injustices and ensuring efficient service delivery to citizens. Municipal leaders must possess core competencies that enable them to effectively manage and transform local government. These competencies include strategic thinking, innovation, and the ability to foster a positive organizational culture (Muringa & Shava, 2024).

Transformational leadership significantly influences service delivery in South African municipalities by fostering an environment conducive to innovation, accountability, and community engagement. This leadership style encourages local government officials to adopt strategies that enhance service accessibility and responsiveness, ultimately improving the quality of public services. Effective transformational leadership promotes a culture of performance evaluation, enabling municipalities to identify service delivery challenges and implement necessary changes (Bester, 2024). Transformational leaders engage with communities to understand their needs, fostering trust and collaboration, which are vital for successful service delivery (Govender, 2017).

Investigations focusing on transformational leadership and its consequences are essential. The importance stems from transformational leadership's association with important employee outcomes. It is essential to look at transformational leadership because research suggests that transformational leadership is positively related to job satisfaction (Nguon, 2022), Organisational Citizenship Behaviour (OCB) (Arijanto, 2022), organisational commitment and employee performance (Anwar et al., 2023; Zen, 2023). Research also suggest that transformational leadership is negatively associated with intentions to quit (Ahmad et al., 2023), deviant behaviour (Shabbir & Hassan, 2022). Negative employee attitudes could impact negative on delivery of service in

municipalities. This research project seeks to determine the relationship between dimensions of transformational leadership and employee attitudes, namely job satisfaction and organisational commitment. In addition, this project also seeks to determine the role of transformational leadership dimensions in explaining variance in job satisfaction and affective organisational commitment. More specifically, it seeks to determine the significance of the indirect effects of transformational leadership via affective commitment on extrinsic and intrinsic job satisfaction

1.2 Background of the Study

Municipalities in South Africa face a myriad of leadership challenges that significantly impact their governance and service delivery. These challenges stem from a combination of poor leadership ethics (Mbandlwa et al., 2020), financial mismanagement (Zweni et al., 2022) and inadequate performance evaluation systems (Bester, 2024). Addressing these issues is crucial for enhancing the effectiveness of local governments and improving the quality of life for citizens.

Poor leadership ethics have been identified as a major contributor to the challenges faced by local governments, leading to widespread corruption and a lack of accountability (Mbandlwa et al., 2020). The prevalence of self-serving motives among public officials undermines public trust and service delivery, as many enter government for personal gain rather than community benefit (Mbandlwa et al., 2020). Many municipal leaders lack essential financial management skills, resulting in mismanagement of resources and service delivery failures (Zweni et al., 2022). The financial instability of municipalities has led to some being placed under provincial administration, highlighting the urgent need for a robust leadership framework to manage finances effectively (Zweni et al., 2022). There is a significant lack of performance evaluation in municipal service delivery, which hampers the identification of service delivery challenges and necessary improvements (Bester, 2024). The absence of effective evaluation frameworks contributes to persistent service delivery backlogs, affecting community well-being (Bester, 2024).

Conversely, while these challenges are prevalent, some municipalities have begun to implement training programs aimed at enhancing leadership competencies, which could

potentially mitigate these issues and foster better governance outcomes (Muringa & Shava, 2024). The concern here is that if the municipalities in the Kenneth Kawanda District are not implementing the mentioned training programmes to enhance leadership capabilities, then the current situation could impact negatively on the attitudes of municipalities, service delivery and the sustainability and survival of the municipalities.

1.3 Problem statement

In the organisational change literature, the leader's transformational leadership has been identified by many scholars as a crucial predictor of employees' reactions to change (e.g., Bommer et al., 2005; Chou, 2013). Transformational leadership refers to a leadership style that aims at transforming employees' self-interest into self-realization, leading employees to show more concern for organizational success (Bass, 1985). By fostering an inspiring vision (or goals) for employees, stimulating employees to think in new ways, and showing consideration for employees' individual needs, transformational leadership can effectively elicit employees' positive attitudes and reduce their negative attitudes towards organizational change (e.g., Eisenbach et al., 1999; Zhao et al., 2016).

Studies indicate a positive correlation between transformational leadership and job satisfaction in the South African public sector (Tiro & Rena, 2024). The relationship between transformational leadership and employee job satisfaction in South African municipalities reveals a complex interplay of factors. While transformational leadership is generally associated with positive employee outcomes, the strength of this relationship can vary significantly based on contextual elements such as perceived organizational support and workload management and other employee attitudes. The impact of transformational leadership on job satisfaction is mediated by factors like workload and work engagement, suggesting that supportive environments enhance this relationship (Alsolamy, 2021). Individualized consideration, a dimension of transformational leadership, have been shown to influence job satisfaction positively, although some studies report mixed results regarding its overall impact (Hanaysha et al., 2012). Job satisfaction mediates the relationship between transformational leadership and organizational commitment (Herminingsih, 2020). While transformational leadership generally promotes job satisfaction, the nuances of its effectiveness highlight the need

for tailored approaches in different organizational contexts. Given inconsistent findings in this regard, the issue that should be raised in this regard is: *“Whether it is possible that the transformational leadership-job satisfaction hypothesis is mediated by affective organisational commitment.”* Very little is available in the literature and more specific in municipalities in the Kenneth Kaunda District municipalities in the North West Province of South Africa on the mediating role affective organisational commitment in the relationship between transformational leadership and job satisfaction. This project seeks to fill this void. Understanding these dynamics can help municipalities in South Africa develop strategies that foster a more engaged and satisfied workforce.

1.4 Research Objectives

1.4.1 Primary research objective

Based on the problem statement, the primary objective of this study was to determine the nuances in the relationship between transformational leadership, job satisfaction and organisational commitment in municipalities in the Kenneth Kaunda District municipalities in the North West Province of South Africa.

- To investigate the relationship between transformational leadership and job satisfaction and organisational commitment within the Dr. Kenneth Kaunda District municipalities contexts in the North West Province of South Africa.
- To identify the critical dimensions of transformational leadership that impact job satisfaction and organisational commitment within the Dr. Kenneth Kaunda District municipalities contexts in the North West Province of South Africa.
- To determine the mediating role affective organisational commitment in the relationship between transformational leadership and job satisfaction within the Dr. Kenneth Kaunda District municipalities contexts in the North West Province of South Africa.

1.5 Research Question

1.5.1 Primary research question

What is the relationship between transformational leadership, job satisfaction, and affective organisational commitment within the Dr. Kenneth Kaunda District municipalities contexts in the North West Province of South Africa?

1.5.2 Secondary research questions

To successfully answer the primary research question, this research project sought to provide the answers to the following secondary questions:

- What is the relationship between transformational leadership, job satisfaction and organisational commitment within the Dr. Kenneth Kaunda District municipalities contexts in the North West Province of South Africa?
- To determine the role of transformational leadership in affective commitment in the and job satisfaction within the Dr. Kenneth Kaunda District municipalities contexts in the North West Province of South Africa.
- Does affective organisational commitment mediate the relationship between transformational leadership and job satisfaction within the Dr. Kenneth Kaunda District municipalities contexts in the North West Province of South Africa

1.6 Scope of the study

It investigates the relationship between transformational leadership, job satisfaction, and organisational commitment in a district municipality. This study forms part of field of industrial psychology and more specifically focussing on the sub-field of organisational behaviour while examining topics such as transformational leadership and employee attitudes such as job satisfaction and affective organisational commitment. The industry under investigation is the municipalities in a district. The municipalities are situated in the District of Dr. Kenneth Kaunda in the North West Province in South Africa.

1.7 Methodology

According to Pandey and Pandey (2015), research is a systematic activity seeking new knowledge. The researcher's understanding of research is that one intends to acquire knowledge through the process of an identified problem. One does it to understand why the problem exists and try to find solutions or prevent the problem from happening. The following Section consists of a literature review of the empirical study.

1.8 Literature Review

A thorough literature search will be conducted on transformational leadership, organisational commitment, and job satisfaction to investigate the relationship between the variables and the significance of these relationships. The services offered by the university's library (Potchefstroom Campus) were utilised where applicable. The sources that were consulted were Ebsco Host, Emerald, Sabinet Online, SAePublications, Google Scholar, Journals, Books and the North-West University Library. Relevant to the study field, the following journals were consulted for a literature search: The Journal of Human Resource Management, The South African Journal for Industrial Psychology, South African Journal for Labour Relations, International Journal of Innovation Research, Journal of Health and Social Behaviour, Journal for Occupational Psychology, Journal of Management, Development Journal, Advanced Management Journal, International Journal of Academic Research in Business and Social Research, Organisational Behaviour and Human Performance, Policy and Practice, Academy of management review, Personnel review, Group Processes and intergroup relations, Human resource management, South African Business Review, International Journal of managerial studies and research, Journal of Leadership and Organisational studies as well as Policy and Perspective Management.

1.9 Empirical Study

Below are discussions of the research's paradigm, approach, design, strategy, data collection methods, and statistical analysis.

1.10 Research Paradigm

According to Kamal (2019), a paradigm reflects the researcher's beliefs and values in their perception of the world and their approach to working within it. In the world of research, various philosophical paradigms guide the researchers as they conduct investigations. According to Saunders et al. (2019), the research paradigms include positivism, realism, interpretivism, objectivism, subjectivism, and pragmatism. The positivist approach was adopted in this study, and questionnaires were the primary tool used for data collection.

Some of the reasons for using the positivistic paradigm include but are not limit to the fact that with methodologies and methods of collecting and analysing data based on evidence and statistic, the result of the same phenomena or event may be allowed to “replicate for different groups or subgroups of population in social contexts. As the result, the researchers can save time and investments for using the findings of specific study for future quantitative predictions (Johnson & Onwuegbuzie, 2004). Secondly, as being collected under the view of objectivism epistemology, the findings of research can be reliable and support researchers to make scientific assumptions (Johnson, 2014). Indeed, Dörnyei (2007) finds that reliability can be estimated by statistical analysis via identifying the internal consistency or correlation among the variables, using Cronbach's alpha reliability coefficient. Additionally, it is worth to conclude the validity of research results is one of key strength of this approach. Virtually, by employing key methodologies such as Survey Research and then applying appropriate methods of sampling the quantitative findings will help to provide an intensive answer for any research questions (Cohen, Manion & Morrison, 2011, p. 179).

The positivist approach, which involves creating associations or relationships can explain certain phenomena (Park et al., 2020). By doing so, one can make predictions and take action to control or manage the phenomena. Using this approach in the study will yield valuable insights into workplace behaviours such as transformational leadership, job satisfaction and affective organisational commitment, allowing for better design of intervention and benefiting all involved.

1.11 Research Approach

This study is quantitative research as it will generate numerical data to allow statistical calculations and determine the correlation between variables (Bryman *et al.*, 2021:48). This quantitative study involves the use of online questionnaires to gather data for statistical analysis and reach a conclusion for the stated hypotheses (Creswell & Creswell, 2017:65-67). Quantitative research is cost effective, time efficient and will allow the use of online questionnaires (Bryman *et al.*, 2021:239; Taherdoost, 2022:59). This also increases the convenience of conducting the research for the researcher and the participant (Bryman *et al.*, 2021:239; Taherdoost, 2022:59). Additionally, this also allows similar studies to be replicated in different industries (Taherdoost, 2022:59). This approach was selected because online questionnaires were used, a large sample size were considered, and the researcher did not have sufficient time to collect the data. In additions, this method is also ideal for correlational analysis which is the focus of this study.

1.12 Research Strategy

The Deductive (hypotheticodeductive) approach is the reverse of an Inductive one. It begins explicitly with a tentative hypothesis or set of hypotheses that form a theory which could provide a possible answer or explanation for a particular problem, then proceeds to use observations to rigorously test the hypotheses. The Deductive argument moves from premises, at least one of which is a general or universal statement, to a conclusion that is a singular statement. Deductive propositions form a hierarchy from theoretical to observational, from abstract to concrete. The Deductivist accepts that observation is guided and presupposed by the theory. Deductive reasoning works from the more general to the more specific. Sometimes this is informally called a "top-down" approach. Conclusion follows logically from premises (available facts) (Malhotra, 2017).

In a positivist view of the world, science was seen as the way to get at the truth, to understand the world well enough so that we might predict and control it. The world and the universe were deterministic -- they operated by laws of cause and effect that we could discern if we applied the unique approach of the scientific method. We use

deductive reasoning to postulate theories that we can test. Based on the results of our studies, we may learn that our theory doesn't fit the facts well and so we need to revise our theory to better predict reality. This strategy will allow for testing whether the confirmed relationships between transformational leadership (and its dimensions), affective commitment and job satisfaction holds in the context where the study will be conducted to increase generalisation of this relationships and to shape interventions.

1.13 Time Horizon

The research design is divided into cross-sectional and longitudinal methods. According to Kesmodel (2018), the cross-sectional method involves gathering relevant data at a particular moment. For this study, the cross-sectional method will be used, as data will be collected over a period to address the identified problem. As per Bryman *et al.* (2021:106-107), a cross-sectional design (also known as a social survey design) is when a researcher collects quantifiable data on two or more variables at a single point in time. The conducted research delivers results to determine the relationship between variables (Bryman *et al.*, 2021:107). This study will employ statistical analysis resulting in numerical data to determine the correlation between variables (Creswell & Creswell, 2017:107). This study will determine the correlation between variables without inferring causality between variables. This research will use data collected from questionnaires to determine the degree of correlation between transformational leadership, job satisfaction and affective organisational commitment.

1.14 Study Population Sample and Sample Technique

In South Africa, there are nine provinces divided into 52 metropolitan or district municipalities. The North West Province is divided into four districts. The study population and sample were taken from Dr Kenneth Kaunda District municipality in the North West Province. The district municipality has 205 employees and consists of three local municipalities. A sample of 150 employees was taken.

Sample: This study will use a non-probability convenience sampling method to select the samples that enabled the researcher to gain insight into the prevalence of transformational leadership in a district municipality. Furthermore, non-probability

studies are preferred in time-limited studies (Maree & Pietersen, 2016). The research will be based on the employees working in municipalities in a district. The study will involve different positions at different levels that will be tested on the behavioural dimensions of transformational leadership. The Multifactor Leadership Questionnaire (MLQ) factors, namely, vision articulation, role modelling, goal acceptance, high-performance expectations, individual consideration, intellectual stimulation, and transactional, will be used in the study.

Inclusion criteria	Exclusion criteria
Full-time employees employed by municipalities in the Dr Kenneth Kaunda District municipality in the North West Province	Part-time employees and those not employed by municipalities in the Dr Kenneth Kaunda District municipality in the North West Province
Employee in service of municipalities in the Dr Kenneth Kaunda District municipality in the North West Province for more than six months	Employee not in service of municipalities in the Dr Kenneth Kaunda District municipality in the North West Province for more than six months
Non-managerial staff employed by municipalities in the Dr Kenneth Kaunda District municipality in the North West Province	Managerial staff employed by municipalities in the Dr Kenneth Kaunda District municipality in the North West Province
Those who master basic English (read and write)	Those who do not master English and cannot understand the written and spoken English
Those who have access to a computer and the internet	Those who have access to a computer and the internet
Staff employed by municipalities in the Dr Kenneth Kaunda District municipality in the North West Province older than 18 years	Staff employed by municipalities in the Dr Kenneth Kaunda District municipality in the North West Province younger than 18 years

1.15 Measuring Instruments

The measuring instruments that will be used in this study are:

- Transformational leadership: The multifactor leadership questionnaire (Podsakoff et al., 1990) will be used to measure transformational leadership. This is a 28-item scale that measures seven transformational leadership traits and use a 7-point Likert-type scale ranging from 1 = very little to 7 = very much. The scale consisted of seven subscales to assess different leadership characteristics, namely, articulating a vision (5 items), role-modelling (3 items), fostering acceptance of goals (4 items), high-performance expectations (3 items), individual support (4 items), intellectual stimulation (4 items) and transactional leader behaviour – not used in this study (5 items).
- Job satisfaction: Job satisfaction was measured by the Minnesota Satisfaction Questionnaire (MSQ) as adapted by Buitendach and Rothmann (2009) for the South African context. The questionnaire, which was adapted, consisted of a 17-item scale of which eight items measured extrinsic job satisfaction. An example of one of the questions measuring extrinsic job satisfaction is "being able to keep busy all the time" (Buitendach & Rothmann, 2009). In the adapted questionnaire, nine items measured intrinsic job satisfaction, and an example of one of the questions is "the way company policies are put into practice" (Buitendach & Rothmann, 2009). The scale had a 5-point Likert scale ranging from very satisfied (5) to very dissatisfied (1). Buitendach and Rothmann (2009) found that the Cronbach alpha coefficient of 0.86 can be an indication that the adapted scale is valid and reliable. Sempene et al. (2002) also found a Cronbach alpha coefficient of 0.91.
- Affective commitment (Allen & Meyer, 1990). This scale measures commitment or the desire to stay with an organisation out of want rather than need or the pressure to conform (Meyer et al., 1993). This scale is a measure of affective commitment and is comprised of eight items. The typical items used are, "I would be very happy to spend the rest of my career in this organisation" or "I feel as if this organisation's problems are my own". It was scored on a Likert-type scale of 1 being strongly disagree to 7 being strongly agree. A high score indicated a high level of affective

organisational commitment. In a South African study by Heymans (2002), a Cronbach's alpha coefficient of 0.80 was obtained for the affective scale.

- Biographic questionnaire: This was administered to gather information about the demographic profile of the participants and to describe their biographies, such as age, gender, and tenure. This information is collected to present the basic sample composition and description.

Fieldwork: data collection process

Preceding data collection, the researcher will submit a proposal for formal approval to the People Management Scientific Committee (PMSC) of the NWU Business School. If the Scientific Committee (SC) deems the research to be scientifically valid and verifies the absence of inherent risks, it will then be referred to the Economics and Management Sciences Ethics Committee (EMS-REC). As part of applying for Ethical Clearance, the researcher will obtain permission from the organisation where this study will be conducted. Data gathering will commence once the researcher has been permitted to conduct the study, and an ethical clearance number (NWU-00575-24-A4) has been issued. The researcher *will not initiate contact* with the respondents. Since the researcher is involved in the JB Marks municipality as a councillor, the Human Resources Manager will be assigned as the gatekeeper with the permission of the Municipal Managers (MM). Risk will be eliminated since the researcher will not contact the respondents. The HR Manager will place a notice of the research on the municipalities internal bulletin board. Those interested in the participating in the study can click on a link to consent form and once the consent has been read and the participant understand and agree with the content, they can give consent by clicking on the questionnaire. Those that do not provide consent will not get access to the questionnaire. The questionnaire hosted in Microsoft forms can be completed when convenient by respondents and when they need to focus on something else, they can stop and continue later when convenient.

The questionnaires will be created and shared via Microsoft Forms, a web-based tool that enables collecting information from participants via surveys. The acquired data will automatically connect to an Excel spreadsheet, gathering the participants' queries and

responses. A bulletin board message via the gate keeper containing a link to the study, including the informed consent form, will be used to recruit respondents. This bulletin board invitation will describe the purpose and context of the study, the duration of the questionnaires and the anticipated completion time. Once the respondent has consented to the study, it will automatically proceed to the questionnaire. Should the respondents refuse consent, they will not obtain access to the questionnaire. The researcher will emphasise the anonymity of the information. Participants will also be informed that they could discontinue completing the questionnaire if they desired or felt uneasy about any aspect of the process

1.16 Statistical Analysis

The statistical analysis will be done using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics (e.g., means, standard deviations, skewness and kurtosis) will be used to determine the data distribution pattern. To ensure that the data was normally distributed, a cut-off point of 2.00 was set for skewness (Finch & West, 1997) and 4.00 for kurtosis (Field, 2009). A skewed variable is one whose mean is not in the centre, whilst a kurtosis variable indicates the presence of a clustering of scores (Tabachnick & Fidell, 2001). Tabachnick and Fidell (2001) state that it is necessary to examine the skewness and kurtosis of the scores before analysis as the 'solutions from the analysis are usually degraded if the variables are not normally distributed. The Cronbach alpha coefficients will be calculated to assess the reliability of the constructs measured in this study. Nunnally and Bernstein (1994) recommend a guideline of 0.70 as an acceptable cut-off point. Pearson product-moment correlation coefficients will specify the relationship between the variables.

Regarding statistical significance, it was decided to set the value at a 95% confidence interval level ($p < 0,05$). Effect sizes (Steyn, 1999) will be used to decide on the practical significance of the findings. The parameters 0.10 (small effect), 0.30 (medium effect) and 0.50 (large effect) will be set for the practical significance of the correlations (Steyn, 1999). A cut-off points of 0.30 (medium effect) will be set for the practical significance of the correlation coefficients (Cohen, 1988). Finally, the mediating role of affective commitment in the relationship between transformational leadership and job

satisfaction was tested by considering statistically significant indirect effects and whether confidence intervals include zero.

1.17 Reliability and Validity

Reliability and Validity

Reliability and validity are very important concepts in research. They are primarily used to determine and evaluate the quality of the method used. According to Fitzner (2007), reliability encompasses the concepts of internal consistency, stability, and equivalence, and validity encompasses various elements, including content, face, criterion, concurrent, predictive, construct, convergent (and divergent), factorial, and discriminant validity. Reliability and validity are common in quantitative research and are rooted in a positivist perspective (Golafshani, 2003). Cronbach alpha coefficients will be used to determine reliability.

Validity is essential as it indicates not only what an instrument measures but also how precisely it does so, in contrast, reliability is crucial because it reflects the accuracy of the data collected and the effectiveness of any measuring tool in reducing random errors (Ahmed, Ishtiaq, 2021). To achieving outcomes that is credible is critical to incorporate validity and reliability to reach that objective. Exploratory factor analysis will be conducted to determine validity

1.18 Ethical considerations

In the field of scientific research, ethics are critical and must be always considered to the sake of credibility. According to Bos (2020), it is critical to have a comprehensive understanding of the historical principles and qualities to conduct research effectively. It is crucial to uphold ethical principles, protect all participants' rights, and maintain confidentiality in any study. In this research, the participants were provided with relevant and detailed information about the purpose of the study and the purpose, procedures, and intended objectives. The participants will be asked to give informed consent and advised that they are free to withdraw from the research at any time if they wish to do so.

The study will prioritise the protection of the participant's privacy and confidentiality, ensuring that they cannot be identified. All the data collection will be anonymous, and the research will not expose the participants to physical, emotional, or psychological harm. The selection process will be fair and free from any form of discrimination. As the research will take place in a multi-cultural environment, it will be culturally sensitive and observe all norms and values of each culture. The study aimed to be transparent and report its findings accurately and objectively while avoiding bias. Furthermore, the researcher sought ethical clearance from the North West University ethics committee.

1.19 Contribution of the Study

This study aims to investigate the relationships between transformational leadership, job satisfaction and organisational commitment. By examining these factors, the study aimed to significantly contribute to the existing knowledge on how to improve job satisfaction in a municipal environment by focussing on the role of transformational leadership as an antecedent to job satisfaction and organisational commitment. Not much is available in the literature on this topic in this context, especially in relation to the mediating role of affective organisational commitment in the relationship between transformational leadership and job satisfaction. Therefore, it will help bridge the literature gap and provide a foundation for future research. The results could be used for selecting new managers and to determine the development agenda for training current managers and leaders *in the municipalities of the Dr Kenneth Kaunda District*

1.20 Limitations of the Study

Although the study will provide substantial insights into the relationship dynamics between transformational leadership, job satisfaction and organisational commitment, it will be open to limitations. One limitation of this study will be that it will only examine the municipalities within a specific district in the North West Province. As a result, it may be challenging to generalise the findings to other regions in the province and other parts of the country.

The other limitation is from the qualitative approach that will be utilised in this study. This approach can only be used to tap into the experiences of the literate (those who

can read and write); therefore, the findings of this study cannot be used to make inferences about the experiences of transformational leadership, job satisfaction and organisation commitment of those that cannot read and write. It is therefore suggested that future studies utilise in-depth interviews regarding transformational leadership experiences, job satisfaction and organisation commitment to shedding light on the experiences of those who cannot read and write. The study will involve also the predictive limitations of cross-sectional studies. The primary limitation of the cross-sectional study design is that because all the variables are simultaneously assessed, there is generally no evidence of a temporal relationship between exposure and outcome (Carlson & Morrison, 2009). Without longitudinal data, it is not possible to establish a true cause-and-effect relationship (Solem, 2015). The last limitation involved the sample. This has implications for the generalisation of the findings.

1.21 Layout of the Study

Chapter 1: Introduction. This chapter introduced the research to provide a clear understanding of the problem being addressed. It will outline the following aspects: the nature of the research, its significance, and its scope. The introduction serves as the research proposal (without the literature review). It discusses the research approach, rationale, and anticipated contributions to the field or existing literature.

Chapter 2: Research Article: Investigating the relationships between transformational leadership, job satisfaction and organisation commitment in the municipalities of the Dr Kenneth Kaunda District. The literature review will offer a comprehensive summary of previous research on the topic. It includes a review of relevant academic books, articles, and other sources. This section will list, describe, and critically evaluate prior studies to provide a theoretical framework for the investigation of the research scope. It will acknowledge past research efforts to reinforce the importance of the research to be conducted.

The research method section will highlight the research paradigm, methods, approach, and design, describe the data collection tools, explain data collection process, describe the sample and data analysis techniques to be used. The results section will report on the statistical analysis used focussing on the explorative factor analysis, descriptives,

correlational and regression analysis as well as mediating analysis. This chapter conclude by discussing the results, providing recommendations and discussing the limitations of the study.

Chapter 3: This section will include: Discussion, conclusion, limitations, recommendations and acknowledgments. The final chapter provides a concise and engaging summary of the research findings. It will clearly address the main research question, review the research process, and outline the contributions made to the field. It will also look at the limitations of the current research. Additionally, it will provide recommendations on what future research can be done to contribute and expand on the current research. Finally, it will give acknowledgement to relevant parties and declare any conflicts of interest.

1.22 Chapter summary

Chapter 1 lays the groundwork for the study by outlining introducing the topic through an introduction, background and problem statement. It further provides the main research objective and questions. In addition, the research methodology section focussed on the research paradigm, method, approach, design, data collection tools and field work, population, sampling technique, sample size, data analysis strategies, and limitations of the study.

CHAPTER 2 RESEARCH ARTICLE

Topic: *Investigating the relationships between transformational leadership, job satisfaction and organisation commitment in the municipalities of the Dr Kenneth Kaunda District*

ABSTRACT

Investigations focusing on transformational leadership and its consequences are essential. The importance stems from transformational leadership's association with important employee outcomes and attitudes. Research suggests that transformational leadership is positively related to job satisfaction and affective organisational commitment. However, these relationships were never tested or confirmed in the context of municipalities in the Dr. Kenneth Kaunda District of South Africa. This study, therefore, investigates the relationships between transformational leadership, organisational commitment, and job satisfaction in municipalities in the Dr. Kenneth Kaunda District of South Africa. The study was aimed at determining the relationships transformational leadership behaviours and employee attitudes such as job satisfaction and affective organisational commitment.

Utilizing questionnaires, the study makes use of a cross-sectional design and quantitative approach, reach its' objectives. The findings show significant positive correlations between transformational leadership and employee attitudes such as job satisfaction and organisational affective commitment. In addition, it confirms affective commitment as a mediator in the relationship between transformational leadership and job satisfaction. These results underscore the significance of transformational leadership in boosting employee satisfaction and organisational commitment, providing insights for both theoretical and practical applications. Recommendations are provided for future research and the municipalities in the Dr. Kenneth Kaunda District of South Africa.

Keywords: Transformational leadership, job satisfaction, commitment

Introduction

Rosen and Brown (1996), for their book *Leading People*, compiled findings from more than a dozen studies that focused on leading companies from the Forbes 500, Fortune 500, seven hundred privately held firms, and interviews at the three thousand largest companies in America, and Rosen and Brown found that current leadership is costing American companies more than half their human potential. To put that another way, improved leadership alone could double worker productivity. This translates directly to the bottom line. The single biggest influence on employee commitment and performance is *the leadership skills of their managers*

Leadership in South African municipalities plays a pivotal role in transforming local governance, enhancing service delivery, and fostering socio-economic development. Effective municipal leadership is essential for navigating complex challenges, fostering innovation, and improving organizational culture and employee morale. This is particularly important in the context of South Africa's post-apartheid era, where municipalities are tasked with addressing historical social injustices and ensuring efficient service delivery to citizens. Municipal leaders must possess core competencies that enable them to effectively manage and transform local government. These competencies include strategic thinking, innovation, and the ability to foster a positive organizational culture (Muringa & Shava, 2024).

Transformational leadership significantly influences service delivery in South African municipalities by fostering an environment conducive to innovation, accountability, and community engagement. This leadership style encourages local government officials to adopt strategies that enhance service accessibility and responsiveness, ultimately improving the quality of public services. Effective transformational leadership promotes a culture of performance evaluation, enabling municipalities to identify service delivery challenges and implement necessary changes (Bester, 2024). Transformational leaders engage with communities to understand their needs, fostering trust and collaboration, which are vital for successful service delivery (Govender, 2017).

Investigations focusing on transformational leadership and its consequences are essential. The importance stems from transformational leadership's association with

important employee outcomes. It is essential to look at transformational leadership because research suggests that transformational leadership is positively related to job satisfaction (Nguon, 2022), Organisational Citizenship Behaviour (OCB) (Arijanto, 2022), organisational commitment and employee performance (Anwar et al., 2023; Zen, 2023). Research also suggest that transformational leadership is negatively associated with intentions to quit (Ahmad et al., 2023), deviant behaviour (Shabbir & Hassan, 2022). Negative employee attitudes could impact negative on delivery of service in municipalities. This research project seeks to determine the relationship between dimensions of transformational leadership and employee attitudes, namely job satisfaction and organisational commitment. In addition, this project also seeks to determine the role of transformational leadership dimensions in explaining variance in job satisfaction and affective organisational commitment. More specifically, it seeks to determine the significance of the indirect effects of transformational leadership via affective commitment on extrinsic and intrinsic job satisfaction. Figure 1 below provide a graphical representation of the hypothetical model governing the study.

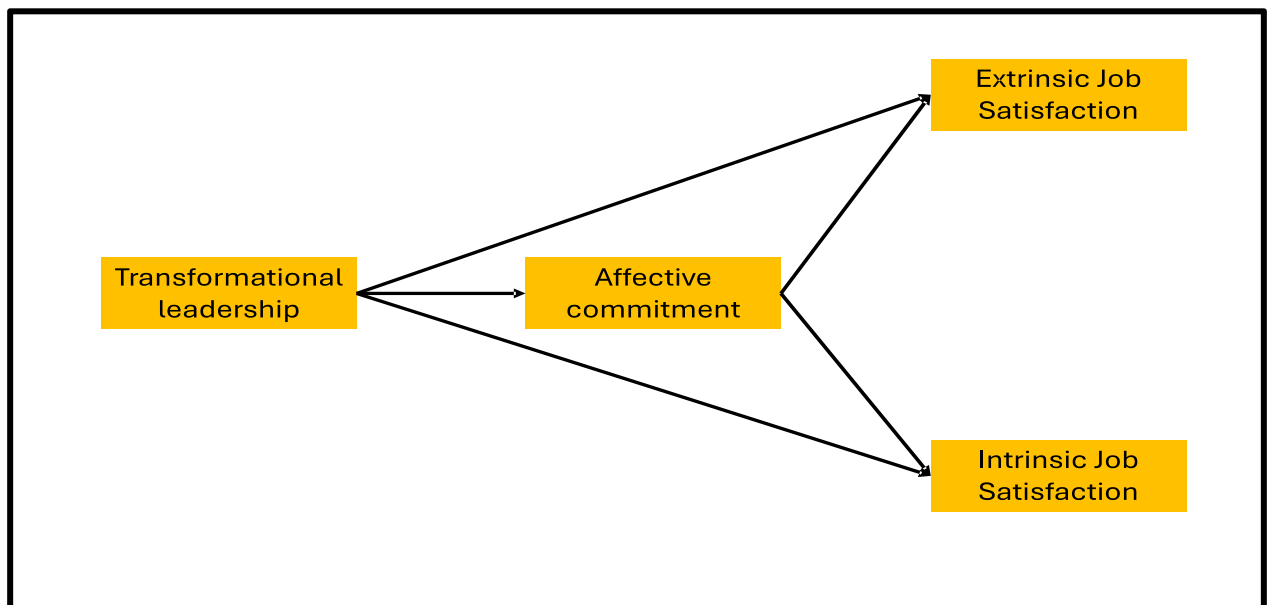


Figure 1. *Graphical representation of the hypothetical model governing the study*

Background

Municipalities in South Africa face a myriad of leadership challenges that significantly impact their governance and service delivery. These challenges stem from a combination of poor leadership ethics (Mbandlwa et al., 2020), financial mismanagement (Zweni et al., 2022) and inadequate performance evaluation systems (Bester, 2024). Addressing these issues is crucial for enhancing the effectiveness of local governments and improving the quality of life for citizens.

Poor leadership ethics have been identified as a major contributor to the challenges faced by local governments, leading to widespread corruption and a lack of accountability (Mbandlwa et al., 2020). The prevalence of self-serving motives among public officials undermines public trust and service delivery, as many enter government for personal gain rather than community benefit (Mbandlwa et al., 2020). Many municipal leaders lack essential financial management skills, resulting in mismanagement of resources and service delivery failures (Zweni et al., 2022). The financial instability of municipalities has led to some being placed under provincial administration, highlighting the urgent need for a robust leadership framework to manage finances effectively (Zweni et al., 2022). There is a significant lack of performance evaluation in municipal service delivery, which hampers the identification of service delivery challenges and necessary improvements (Bester, 2024). The absence of effective evaluation frameworks contributes to persistent service delivery backlogs, affecting community well-being (Bester, 2024).

Conversely, while these challenges are prevalent, some municipalities have begun to implement training programs aimed at enhancing leadership competencies, which could potentially mitigate these issues and foster better governance outcomes (Muringa & Shava, 2024). The concern here is that if the municipalities in the Kenneth Kawanda District are not implementing the mentioned training programmes to enhance leadership capabilities, then the current situation could impact negatively on the attitudes of municipalities, service delivery and the sustainability and survival of the municipalities.

Problem statement

In the organizational change literature, the leader's transformational leadership has been identified by many scholars as a crucial predictor of employees' reactions to change (e.g., Bommer et al., 2005; Chou, 2013). Transformational leadership refers to a leadership style that aims at transforming employees' self-interest into self-realization, leading employees to show more concern for organizational success (Bass, 1985). By fostering an inspiring vision (or goals) for employees, stimulating employees to think in new ways, and showing consideration for employees' individual needs, transformational leadership can effectively elicit employees' positive attitudes and reduce their negative attitudes towards organizational change (e.g., Eisenbach et al., 1999; Zhao et al., 2016).

Studies indicate a positive correlation between transformational leadership and job satisfaction in the South African public sector (Tiro & Rena, 2024). The relationship between transformational leadership and employee job satisfaction in South African municipalities reveals a complex interplay of factors. While transformational leadership is generally associated with positive employee outcomes, the strength of this relationship can vary significantly based on contextual elements such as perceived organizational support and workload management and other employee attitudes. The impact of transformational leadership on job satisfaction is mediated by factors like workload and work engagement, suggesting that supportive environments enhance this relationship (Alsolamy, 2021).

Individualized consideration, a dimension of transformational leadership, have been shown to influence job satisfaction positively, although some studies report mixed results regarding its overall impact (Hanaysha et al., 2012). Job satisfaction mediates the relationship between transformational leadership and organizational commitment (Herminingsih, 2020). While transformational leadership generally promotes job satisfaction, the nuances of its effectiveness highlight the need for tailored approaches in different organizational contexts. Given inconsistent findings in this regard, the issue that should be raised in this regard is: *"Whether it is possible that the transformational leadership-job satisfaction hypothesis is mediated by affective organisational commitment."* Very little is available in the literature and more specific in municipalities

in the Dr Kenneth Kaunda District Municipality on the mediating role affective organisational commitment in the relationship between transformational leadership and job satisfaction. This project seeks to fill this void. Understanding these dynamics can help municipalities in South Africa develop strategies that foster a more engaged and satisfied workforce.

Scope of the study

It investigated the relationship between transformational leadership, job satisfaction, and organisational commitment in a district municipality. This study formed part of field of Industrial Psychology, and it examined topic such as leadership and employee attitudes such as job satisfaction and organisational commitment the sub-field of Organisational Behaviour (OB). The industry under investigation is the municipalities in a district. The municipalities are in South Africa in the North West Province in the District of Dr. Kennenth Kaunda.

Literature review

Theoretical perspective

Several theories have been proposed to explain the mechanisms through which transformational leadership influences employee performance (Islami & Mulolli, 2020; Ng, 2017) and attitudes. One of the most prominent theories is the Full Range of Leadership Model developed by Bass (1985), which posits that transformational leadership consists of four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. According to this model, transformational leaders inspire and motivate followers by articulating a compelling vision, challenging the status quo, and providing individualized support and mentorship.

The Transformational Leadership Model developed by Burns (1978) depicts the leader-follower dyadic relationship as a catalyst for organisational change and development. In this model, transformational leaders inspire followers to transcend self-interest and work towards a collective vision, ultimately leading to improved organizational outcomes, including performance. Furthermore, the Multifactor Leadership Questionnaire (MLQ)

developed by Avolio and Bass (2004) provides a structured framework for assessing the different dimensions of transformational leadership and their impact on employee attitudes and behaviours. By measuring factors such as charisma, inspirational motivation, and individualized consideration, the MLQ offers valuable insights into the specific behaviours and practices associated with transformational leadership and their implications for employee performance.

Additionally, social exchange theory provides a theoretical framework for understanding the reciprocal relationship between transformational leadership and employee performance (Chun et al., 2016). According to this theory, employees reciprocate the positive behaviours and support received from transformational leaders by exerting greater effort and commitment to their work, thereby enhancing their performance and contributing to organizational success.

Transformational Leadership

Definition of transformational leadership

Transformational leadership is a process whereby a person creates a connection by engaging with others and raising the levels of morality and motivation of all involved (Burns, as cited by Northouse, 2016. p.162). Burns and Riggo, as cited by Berkovich (2016), describe a transformational leader as someone who looks at a shared vision of goals and challenges the followers to devise innovative ways to solve problems through coaching and mentoring. Transformational leaders also facilitate a redefinition of people's visions and missions, and in that way, they reconstruct the system that must assist in accomplishing goals (Hay, 2006). According to the writers believes, a leader's role is to help followers by creating connections, establishing a shared moral vision, and offering consultative support to help them achieve their goals. The leader not only assists the followers but also empowers them to develop themselves, thereby leading to a relationship of trust among the team.

Dimensions of transformational leadership

This study used Podsakoff, MacKenzie, Moorman and Fetter's (1990) transformational leadership model, which suggests that at least six critical behaviours are associated with transformational leaders. According to Cahyono et al. (2020), organisational commitment is significantly impacted by idealised influence, intellectual stimulation, and individualised consideration, all dimensions of transformational leadership. According to Top et al., (2015), these six behaviours include articulating a vision (behaviours that help the leaders to identify opportunities and articulate a future vision), role modelling (behaviours based on organisational values and culture), fostering the acceptance of goals (behaviours that enhance efforts for organisational goal achievement), setting high- performance expectations (behaviours that help followers understand leaders' expectations about performance standards, excellence and quality), providing individualised support (behaviours that are concerned with followers' personal feelings and needs) and intellectual stimulation (behaviours that challenge followers to excel and improve their work and performance). These six behaviours are integral to transformational leadership (Top et al., 2015).

Correlates of transformational leadership

Investigations focusing on transformational leadership and its consequences are essential. The importance stems from transformational leadership's association with important employee outcomes. It is essential to look at transformational leadership because research suggests that it is linked to job satisfaction (Allozi et al., 2022; Nguon, 2022), organisational commitment (Abu et al., 2022; Patrícia, 2023), job involvement (Zia et al., 2022; Singh, 2019), engagement (Geibel, 2022; Malokani, 2022), and burnout (Liu et al, 2022).

Organisational Commitment

Definition of organisational commitment

According to Sopiah (2008, p.155), as cited by Saputra and Mahaputra (2022), commitment is a condition that a person must stay at an organisation and work hard to achieve the goals set out by the organisation. Commitment is also described by Mowday et al. (2013), cited by Ramos-Maçaes and Román-Portas (2022), as an

employee's willingness to stay and work towards the organisation's goal. Saputra and Mahaputra (2022) believe that when an individual gets what they want from an organisation, their work motivation will increase. An organisational commitment according to by Porter and Lawer, cited by de Las Heras-Rosas et al. (2021), is a desire that was developed to remain and work toward the goals of an organisation. According to the author, organisational commitment is enhanced when the employees receive rewards for their loyalty and contributions to the company's goals. The organisation's actions significantly impact the employees' commitment levels and the decisions to stay or leave.

Dimensions of Organisational Commitment

According to Khan et al. (2021), organisational commitment is a multidimensional concept defined by two concepts: behavioural and attitudinal aspects. According to the authors, two aspects determine an individual's decision to stay or leave an organisation. The first is the attitudinal aspect, which refers to a person's emotional or psychological connection to the organisation, the second aspect is the behavioural approach, which weighs the pros and cons of leaving or staying in the organisation (Khan et al, 2021) .

According to Meyer and Allen (1997), commitment is divided into three aspects, as cited by Hadi and Tentama (2020): affective, continuous, and normative. Affective commitment refers to the individuals who are wholly engaged and emotionally connected to their work, believing their efforts can contribute to the organisation's success. According to Dwiyanti et al. (2022), affective commitment is when the workers continue to work for an organisation because they desire to do so. Continuous commitment refers to an individual's dedication to an organisation based on what they receive, such as salary and benefits. This commitment is based on the worker's knowledge of the cost of leaving the organisation (Dwiyanti et al., 2022). Normative commitment refers to an individual's expected behaviour of following the rules and regulations governing their organisation and feeling obligated to comply. The description of normative commitment by Dwiyanti et al. (2022) is based on the individual's obligation to the organisation.

Correlations of Organisational Commitment

The study closely examined organisational commitment, its effects, and its significance concerning other employee outcomes. Understanding the correlation between organisational commitment and other significant factors is essential. Research suggests that organisational commitment can be linked with job performance (Hendri, 2019; Paramita et al., 2020), job satisfaction (AlKahtani et al., 2021; Ekhsan, 2019), absenteeism (Al Otaibi et al., 2022; Utami et al., 2021), burnout (Sarisik et al., 2019; Wullur & Werang, 2020), trust (Lambert et al., 2022; Dahmardeh & Nastiezaie, 2019), job involvement (Eapen et al., 2023; Yusuf & Prakoso, 2022), intentions to quit (Rumpoko & Asyik, 2022; Chambers et al., 2023), Organisational Citizens Behaviour (OCB) (Schwarz et al., 2023; Haskasap et al., 2022), deviant behaviour (Pratiwi et al., 2022; Nasrullah et al., 2022) and work engagement (Raji et al., 2021; Choudhury et al., 2019).

Job Satisfaction

Definition

As per Maslow's 1954 theory, as cited by Amin (2021), basic human needs, such as psychological security, love, self-esteem, and self-actualisation, impact a person's level of satisfaction. According to Alrawahi et al. (2020), job satisfaction represents the degree to which an employee feels positively about their organisation, influencing their motivation and commitment to success. According to Ali and Ibrahim (2019), job satisfaction refers to the positive emotional state that arises from an individual's evaluation of their job experience. This definition describes the satisfaction that results from something positive that has happened.

Dimensions of job satisfaction

According to Inoyatova (2021), different self-administered survey questions are used to assess job satisfaction. The Job Descriptive Index (JDI), developed by Smith et al. in 1969; the Minnesota Satisfaction Questionnaire (MSQ), introduced by Weiss et al. in 1967; the Job Satisfaction Survey (JSS), developed by Spector in 1985, and the Job Diagnostic Survey (JDS), developed by Hackman and Oldham in 1975. These assessments are well-known for focusing on various factors contributing to job

satisfaction. According to Weiss et al. (1967), cited by Cahyono et al. (2020), there are three dimensions of job satisfaction illustrated by MSQ: intrinsic, extrinsic, and general satisfaction. Intrinsic satisfaction or motivation, as referred to by Gamze and Manuoğlu (2022), is when enjoyment is experienced when an activity brings satisfaction, while extrinsic satisfaction is derived from an activity done to receive a tangible reward. The author's understanding of general satisfaction refers to the overall satisfaction of the job environment. According to Bowling and Zelazny (2021), general satisfaction can be measured in two scales, namely the global and composite satisfaction scales.

Correlations of job satisfaction

The impact of job satisfaction and its significance on other employee outcomes was thoroughly investigated in this study. Previous research suggests that there are correlations between job satisfaction and job performance (Gazi et al., 2022; Kurniawanto et al., 2022), commitment (Saputra & Mahaputra, 2022; Yandi & Havidz, 2022), absenteeism (Mishra, 2022; Utami et al., 2021), burnout (Alzailai et al., 2021; Adamopoulos & Syrou, 2022), trust (Jones et al., 2023; Sarıkaya & Kara, 2020), job involvement (Gopinath, 2020; Gopinath et al., 2020), intentions to quit (Pertiwi & Piartrini, 2020; Nagpaul et al., 2022), organisational citizen behaviour (Santoso et al., 2020; Farisi et al., 2021), deviant behaviour (Ibrahim et al., 2022; Ghaedamini Harouni et al., (2022), work engagement (Park & Johnson, 2019; Yandi & Havidz, (2022).

Correlations between transformational leadership (and its dimensions), job satisfaction and affective commitment

Correlations between transformational leadership (and its dimensions) and affective commitment: Empirical studies on the variables confirmed these relations. Vision articulation is statistically significantly positively related to affective commitment (Er, 2024; Groenewald et al., 2023; Kilag & Sasan, 2023). Role modelling is statistically significantly positively related to affective commitment (Yang & Xiangming, 2024; Maymon & Hall, 2021; Renk & Smith, 2007).

Goal acceptance is statistically significantly positively related to affective commitment (Wampold & Flückiger, 2023; Mantello et al., 2023; Andrapuri et al., 2023). Performance

expectation is statistically significantly positively related to affective commitment (Hidayat & Tannady, 2023; Moestain et al., 2020; Halian et al., 2023). Individual consideration is statistically significantly positively related to affective commitment (Chepuri et al., 2023; Tao et al., 2023; Rodriguez et al., 2023). Intellectual stimulation is statistically significantly positively related to affective commitment (Kilag, 2023; Moffitt, 2007; Long et al., 2023). Transformational leadership is statistically significantly positively related to affective commitment (Koutsoumpa, 2023; Neupane, 2021; Harahap et al., 2023)

The connection between *transformational leadership (and its dimensions) and extrinsic and intrinsic job satisfaction*: Vision articulation is statistically significantly related to extrinsic job satisfaction (Padmavathy et al., 2024; Gopal & Chowdhury, 2014; Kungwola, 2023) and intrinsic job satisfaction (Walker, 2023; Lopez-Perry, 2020; Escobar, 2013). Role modelling is statistically significantly related to extrinsic and intrinsic job satisfaction (Purnomo & Wardhani, 2023; Ardianto & Indriati, 2021; Sumantri et al., 2022). Goal acceptance is statistically significantly related to extrinsic job satisfaction (Mohamed et al., 2023; Aljumah, 2023; Nurlina, 2022) and intrinsic job satisfaction (Corti et al., 2023; Erikstad et al., 2021; Newland et al., 2019). Performance expectation is statistically significantly related to extrinsic job satisfaction (Mohamed et al., 2023; Aljumah, 2023; Nurlina, 2022) and intrinsic job satisfaction (Aljumah, 2023; Abdelwahed et al., 2023; Manolache & Epuran, 2023)

Individual consideration is statistically significantly related to extrinsic job satisfaction (Walker, 2023; Embry, 2010; Lopez-Perry, 2020) and intrinsic job satisfaction (Aljumah, 2023; Faraz et al., 2018; Asefa & Kant, 2022). Intellectual stimulation is statistically significantly related to extrinsic job satisfaction (Walker, 2023; Blasetti, 2020; Lopez-Perry, 2020) and intrinsic job satisfaction (Walker, 2023; Blasetti, 2020; Escobar, 2013). Transformational leadership is statistically significantly related to extrinsic job satisfaction (Chi et al., 2023; Walker, 2023; Blasetti, 2020) and intrinsic job satisfaction (Aljumah, 2023; Muharam, 2023; Cheng et al., 2023)

The relationship between *job satisfaction and organisational commitment*: The results of the correlation analysis suggested that extrinsic and intrinsic job satisfaction is

statistically significantly related to affective commitment. The empirical studies on the variables confirmed the relations. Extrinsic and intrinsic job satisfaction is statistically significantly related to affective commitment (Fadillah & Firmansyah, 2024; Bawoleh et

Primary Research Objective

To investigate the relationship between transformational leadership and job satisfaction and organisational commitment within the Dr. Kenneth Kaunda District municipalities contexts in the North West Province of South Africa.

Secondary Research Objective:

- To determine the relationship between transformational leadership and job satisfaction and organisational commitment within the Dr. Kenneth Kaunda District municipalities contexts in the North West Province of South Africa.
- To identify the critical dimensions of transformational leadership that impact job satisfaction and organisational commitment within the Dr. Kenneth Kaunda District municipalities contexts in the North West Province of South Africa.
- To determine the mediating role affective organisational commitment in the relationship between transformational leadership and job satisfaction within the Dr. Kenneth Kaunda District municipalities contexts in the North West Province of South Africa.

Research Question

Primary research question

What is the relationship between transformational leadership, job satisfaction, and affective organisational commitment in a district municipality?

Secondary research questions

To successfully answer the primary research question, this research project sought to provide the answers to the following secondary questions:

- What is the relationship between transformational leadership, job satisfaction and organisational commitment within the Dr. Kenneth Kaunda District municipalities contexts in the North West Province of South Africa?
- To determine the role of transformational leadership in affective commitment in the and job satisfaction within the Dr. Kenneth Kaunda District municipalities contexts in the North West Province of South Africa.
- Does affective organisational commitment mediate the relationship between transformational leadership and job satisfaction within the Dr. Kenneth Kaunda District municipalities contexts in the North West Province of South Africa

RESEARCH METHODOLOGY

Research paradigm

According to Kamal (2019), a paradigm reflects the researcher's beliefs and values in their perception of the world and their approach to working within it. According to Saunders et al. (2019), key paradigms include positivism, realism, interpretivism, objectivism, subjectivism, and pragmatism, each offering unique insights and methods that can enhance the quality of your research. In carrying out this research, a positivist approach and using questionnaires as our primary tool for data collection were employed. One way to approach problem-solving is by using a positivist approach, which involves creating associations or relationships that can explain certain phenomena (Park et al., 2020).

Some of the reasons for using the positivistic paradigm include but are not limit to the fact that with methodologies and methods of collecting and analysing data based on evidence and statistic, the result of the same phenomena or event may be allowed to “replicate for different groups or subgroups of population in social contexts. As a result, the researchers can save time and investments for using the findings of a specific study

for future quantitative predictions (Johnson & Onwuegbuzie, 2004). Secondly, as data being collected under the view of objectivism epistemology, the findings of research can be reliable and support researchers to make scientific assumptions (Johnson, 2014). Indeed, Dörnyei (2007) finds that reliability can be estimated by statistical analysis via identifying the internal consistency or correlation among the variables, using Cronbach's alpha reliability coefficient. Additionally, it is worth to conclude the validity of research results is one of key strength of this approach. Virtually, by employing key methodologies such as Survey Research and then applying appropriate methods of sampling the quantitative findings will help to provide an intensive answer for any research questions (Cohen, Manion & Morrison, 2011, p. 179).

The positivist approach, which involves creating associations or relationships can explain certain phenomena (Park et al., 2020). By doing so, one can make predictions and take action to control or manage the phenomena. Using this approach in the study will yield valuable insights into workplace behaviours such as transformational leadership, job satisfaction and affective organisational commitment, allowing for better design of intervention and benefiting all involved.

Research approach

This study is quantitative research as it will generate numerical data to allow statistical calculations and determine the correlation between variables (Bryman *et al.*, 2021:48). This quantitative study involves the use of online questionnaires to gather data for statistical analysis and reach a conclusion for the stated hypotheses (Creswell & Creswell, 2017:65-67). Quantitative research is cost effective, time efficient and will allow the use of online questionnaires (Bryman *et al.*, 2021:239; Taherdoost, 2022:59). This also increases the convenience of conducting the research for the researcher and the participant (Bryman *et al.*, 2021:239; Taherdoost, 2022:59). Additionally, this also allows similar studies to be replicated in different industries (Taherdoost, 2022:59). This approach was selected because online questionnaires were used, a large sample size were considered, and the researcher did not have sufficient time to collect the data. In additions, this method is also ideal for correlational analysis which s=is the focus of this study.

Research Strategy

The Deductive (hypothetico-deductive) approach is the reverse of an Inductive one. It begins explicitly with a tentative hypothesis or set of hypotheses that form a theory which could provide a possible answer or explanation for a particular problem, then proceeds to use observations to rigorously test the hypotheses. The Deductive argument moves from premises, at least one of which is a general or universal statement, to a conclusion that is a singular statement. Deductive propositions form a hierarchy from theoretical to observational, from abstract to concrete. The Deductivist accepts that observation is guided and presupposed by the theory. Deductive reasoning works from the more general to the more specific. Sometimes this is informally called a "top-down" approach. Conclusion follows logically from premises (available facts) (Malhotra, 2017).

In a positivist view of the world, science was seen as the way to get at the truth, to understand the world well enough so that we might predict and control it. The world and the universe were deterministic -- they operated by laws of cause and effect that we could discern if we applied the unique approach of the scientific method. We use deductive reasoning to postulate theories that we can test. Based on the results of our studies, we may learn that our theory doesn't fit the facts well and so we need to revise our theory to better predict reality. This strategy will allow for testing whether the confirmed relationships between transformational leadership (and its dimensions), affective commitment and job satisfaction holds in the context where the study will be conducted to increase generalisation of this relationships and to shape interventions.

Time Horizon

Research designs based on time-horizons are divided into cross-sectional and longitudinal methods. According to Kesmodel (2018), the cross-sectional method involves gathering relevant data at a particular moment. For this study, the cross-sectional method will be used, as data will be collected over a period to address the identified problem. As per Bryman *et al.* (2021:106-107), a cross-sectional design (also known as a social survey design) is when a researcher collects quantifiable data on two or more variables at a single point in time. The conducted research delivers results to

determine the relationship between variables (Bryman *et al.*, 2021:107). This study will employ statistical analysis resulting in numerical data to determine the correlation between variables (Creswell & Creswell, 2017:107). This study will determine the correlation between variables without inferring causality between variables. This research will use data collected from questionnaires to determine the degree of correlation between transformational leadership, job satisfaction and affective organisational commitment.

Study Population sample and sample technique

In South Africa, nine provinces are divided into 52 metropolitan or district municipalities. The North West Province is divided into four districts. The study population and sampling will be taken from Dr Kenneth Kaunda District municipalities in the North West Province. The district municipality has 205 employees, and the district consists of three local municipalities. A sample of 158 employees was taken.

Sample: This study used a non-probability convenience sampling method to select samples that enabled the researcher to gain insight into the prevalence of Transformational leadership in a district municipality. Furthermore, non-probability studies are preferred in time-limited studies (Maree & Pietersen, 2016). The research was based on the employees working in a municipality. The study involved different levels of positions that were tested on the behavioural dimensions of transformational leadership. Additional features of the sample are presented in Table 1 below.

Table 1: Additional features of the sample

Demographic	Category	Frequency	Percentage
Age	18 – 29 yrs	22	14%
	30 – 39 yrs	41	25.1%
	40 – 49 yrs	46	29.4%
	50 – 59 yrs	45	28.7%
	60 yrs and older	3	1.9%
Gender	Male	66	41.8%
	Female	92	58.2%

Qualifications	Grade 12	83	54.6%
	Diploma	34	22.4%
	Degree	26	17.1%
	Post graduate degree	8	5.3%
	Missing	1	0.7%
Tenure	1 -9 yrs	77	51.7%
	10 – 19 yrs	56	37.6%
	20 – 29 yrs	13	8.7%
	31 – 35 yrs	3	2%

Inspection of Figure 1 suggest that most of the respondents were between the ages of 40 and 49, female, holds a grade 12 qualification and were between 1 and 9 years in employment

Measuring instruments

The measuring instrument used in this study was:

- *The Multifactor Leadership Questionnaire (MLQ)* (Podsakoff et al., 1990). This is a 28-item scale that measures seven transformational and charismatic leadership traits and uses a 7-point Likert-type scale ranging from 1 = very little to 7 = very much. The scale consists of seven subscales to assess different leadership characteristics, namely, articulating a vision (5 items), Role-Modelling (3 items), Fostering acceptance of goals (4 items), High-performance expectations (3 items), Individual support (4 items), Intellectual stimulation (4 items) and Transactional leader behaviour – not used in this study (5 items).
- Job satisfaction: Job satisfaction was measured by the *Minnesota Satisfaction Questionnaire (MSQ)* as adapted by Buitendach and Rothmann (2009) for the South African context. The adapted questionnaire consists of a 17-item scale, of which 8 items measure extrinsic job satisfaction. An example of one of the questions measuring extrinsic job satisfaction is "Being able to keep busy all the time." (Buitendach & Rothmann, 2009). In the adapted questionnaire, 9 items measure

intrinsic job satisfaction, and an example of one of the questions is "The way company policies are put into practice." (Buitendach & Rothmann, 2009). The scale has a 5-point Likert scale ranging from very satisfied (5) to very dissatisfied (1). Buitendach and Rothmann (2009) found a Cronbach alpha coefficient of 0.86, indicating that the adapted scale is valid and reliable. Sempene et al. (2002) also found a Cronbach alpha coefficient of 0.91.

- Affective commitment (Allen & Meyer, 1990). This scale measures commitment or desire to stay with an organisation out of want rather than need or pressure to conform (Meyer et al., 1993). This scale is a measure of affective commitment and comprises eight items. Typical items used are "I would be very happy to spend the rest of my career in this organisation" or "I really feel as if this organisation's problems are my own". It is scored on a Likert-type scale of 1 being strongly disagree to 7 being strongly agree. A high score indicates a high level of affective organisational commitment. A South African study by Heymans (2002) obtained a Cronbach's alpha coefficient of 0.80 for the affective scale.
- *Biographic questionnaire*: This will be administered to gather information about the demographic profile and describe the study participants, such as age, gender, and tenure. This information is collected to present the composition and description of the elemental sample.

Statistical analysis

The statistical analysis was conducted with the Statistical Package for the Social Sciences (SPSS, 2023). Descriptive statistics (e.g., means, standard deviations, skewness and kurtosis) were used to determine the data distribution pattern. To ensure that the data were normally distributed, a cut-off point of 2.00 was set for skewness (Finch & West, 1997) and 4.00 for kurtosis (Field, 2009). A skewed variable is a variable whose mean is not in the centre, whilst a kurtosis variable indicates the presence of clustering of scores (Tabachnick & Fidell, 2001). Tabachnick and Fidell (2001) state that examining the skewness and kurtosis of scores before analysis is necessary, as solutions from the analysis are usually degraded if the variables are not normally distributed. Cronbach alpha coefficients were calculated to assess the reliability of the constructs measured in this study. Nunnally and Bernstein (1994) recommend a

guideline of 0.70 as an acceptable cut-off point. Pearson product-moment correlation coefficients were used to specify the relationship between the variables.

Regarding statistical significance, it was decided to set the value at a 95% confidence interval level ($p < 0,05$). Effect sizes (Steyn, 1999) were used to decide on the practical significance of the findings. The parameters 0.10 (small effect), 0.30 (medium effect) and 0.50 (large effect) were set for the practical significance of the correlations (Steyn, 1999). A cut-off points of 0.30 (medium effect) was set for the practical significance of correlation coefficients (Cohen, 1988). Finally, the mediating role of affective commitment in the relationship between transformational leadership and job satisfaction was tested by considering statistically significant indirect effects and whether confidence intervals include zero.

Reliability and Validity

Reliability and validity are very important concepts in research. They are primarily used to determine and evaluate the quality of the method used. According to Fitzner (2007), reliability encompasses the concepts of internal consistency, stability, and equivalence, and validity encompasses various elements, including content, face, criterion, concurrent, predictive, construct, convergent (and divergent), factorial, and discriminant validity. Reliability and validity are common in quantitative research and are rooted in a positivist perspective (Golafshani, 2003). Cronbach alpha coefficients were used to determine reliability.

Validity is essential as it indicates not only what an instrument measures but also how precisely it does so, in contrast, reliability is crucial because it reflects the accuracy of the data collected and the effectiveness of any measuring tool in reducing random errors (Ahmed, Ishtiaq, 2021). To achieving outcomes that is credible is critical to incorporate validity and reliability to reach that objective. Exploratory factor analysis was conducted to determine validity

Ethical Considerations

In the field of research, ethics is critical and must be always considered. According to Bos (2020), one needs to know the qualities in the field of research, and those qualities

refer to the historical understanding of what rules to follow when conducting research. It is crucial to uphold ethical principles, protect the rights of all participants, and maintain confidentiality in any study. This research provided the participants with detailed information about the study's purpose, procedures, and objectives. They were asked to give informed consent, and they were free to withdraw from the research at any time if they wished to do so.

The study prioritises protecting participants' privacy and confidentiality, ensuring they cannot be identified. All data collection was anonymous, and the research did not expose the participants to physical, emotional, or psychological harm. The selection process was fair and free from any form of discrimination. The research took place in a multi-cultural environment that was culturally sensitive and observed all norms and values of each culture. The study was transparent and reported its findings accurately and objectively while avoiding bias. Furthermore, the research sought ethical clearance from the North West University ethics committee.

Results

In this section the findings of this study are detailed and explained. The results commence with the outcomes of the exploratory factor analysis and the descriptive statistics about the measurement instrument. The discussion also includes the correlations among the study constructs. Additionally, a linear regression analysis was performed, with job satisfaction, affective commitment, and organisational citizenship behaviour as dependent variables, while ethical leadership, empowerment, and performance feedback were treated as independent variables. Moreover, the study investigated the model coefficients associated with both internal and external job satisfaction and effective communication.

Exploratory Factor Analysis and Descriptive Statistics

An Exploratory Factor Analysis (EFA) was conducted using simple principal component analysis on the items from the individual scales. The eigenvalues, along with a notable reduction in the eigenvalue of the second factor and the assessment of the scree plots, suggested that all the employed scales were unifactorial. Additional information

regarding the factorial analysis, including the internal consistency calculations based on Cronbach's alpha and descriptive statistics is found in Table.

Table 4.1 suggests that the scales were uni-factorial and the Cronbach's alphas of all the scales fell within the acceptable range of 0.70 and above (Perera & Vlosky, 2013), required for data to be useable in research of a similar nature. The Kaiser-Meyer-Olkin (KMO) measures of sampling adequacy for transformational leadership and its dimensions, extrinsic and intrinsic job satisfaction and affective commitment were within the required range. Therefore, the KMO value of 0.70 and above indicated strong partial correlation and was suitable for factor analysis (Hair et al., 2006). Thus, all the factors were included in further analysis. The KMO values ranged from 0.74 to 0.96, with most above 0.80, thus suggesting high sampling adequacy for factor analysis. "Vision articulation" and "extrinsic job satisfaction" had especially high values of 0.88, while "role modeling" and "performance expectations" were lower at 0.74. All the Bartlett's tests of sphericity showed good results. All the small values which were less than 0.05 indicated that there were significant relationships among the variables (Hair et al., 2006; Tabachnick & Fidell, 2007).

Table 2: *Exploratory factor analysis of the constructs*

Variable	Cronbach Alpha α	KMO	Bartlett's Test of Sphericity	Eigen value	% Variance explained	Item loading range
1. Vision Articulation	.96	.88	<.001	4.18	83.6	.88 - .94
2. Role modelling	.95	.77	<.001	2.62	87.2	.91 - .96
3. Goal acceptance	.96	.82	<.001	3.45	86.2	.89 - .96
4. Performance expectations	.95	.74	<.001	2.62	87.4	.90 - .99
5. Individual consideration	.81	.81	<.001	2.72	68.0	.54 - .91
6. Intellectual stimulation	.92	.74	<.001	2.40	80.1	.81 - .94
7. Transformational leadership	.96	.96	<.001	16.75	72.8	.42 - .96
8. Extrinsic JS	.89	.88	<.001	4.62	4.61	.58 - .75
9. Intrinsic JS	.77	.83	<.001	2.50	43.0	.57 - .73
10. Affective Com	.82	.83	<.001	2.58	43.0	.64 - .84

The eigenvalues for each factor were above 1.0, indicating significant variance contribution. Lastly, EFA for all the factors attained good loadings to become a factor retention. The value of loadings for all the indicators were above 0.50 (good level), except for one indicator. There was an indicator, TL22 (0.43) from the global transformational leadership factor with lower than 0.50. This indicator was excluded from the subsequent analysis due to poor factor loading (less than 0.5). The low factor loadings indicated that the explained variance was much less in the measure than the error variance. In these instances, the researcher required that EFA take into confirmatory approach, that is, to access the degree to which the data met the expected structure of the analyst.

Table 2 suggests that the average scores for "vision articulation", "performance expectations", and "intellectual stimulation" were around 3.50, indicating a generally favourable perception in these areas. In contrast, "extrinsic job satisfaction" scored 2.83, and "intrinsic job satisfaction" received a score of 2.89, reflecting a more neutral perspective on job satisfaction overall. The mean score for "transformational leadership" stood at 3.43, thus suggesting a positive perception of transformational leadership behaviours, albeit slightly lower than that of specific dimensions such as vision articulation.

Table 3: Descriptives

Variable	Number of items	Mean	SD	Skewness	Kurtosis
1. Vision articulation	5	3.54	1.94	0.42	-1.08
2.Role modelling	3	3.27	1.73	0.56	-0.88
3. Goal acceptance	4	3.42	1.91	0.43	-1.09
4. Performance expectations	3	3.51	1.86	0.43	-1.08
5. Individual consideration	4	3.49	2.06	1.21	2.94
6. Intellectual stimulation2	3	3.48	1.84	0.49	-0.94
7. Transformational leadership	23	3.43	1.81	0.75	-0.10
8. Extrinsic JS	10	2.83	0.85	0.24	-0.80
9. Intrinsic JS	10	2.89	0.88	0.36	-0.32
10. Affective Com	6	2.86	0.89	-0.04	-0.82

The Standard Deviation (SD) for the transformational leadership variables was notably high, particularly with "individual consideration," which stood at 2.06. This indicated a significant variation in the respondents' perceptions. In contrast, both "extrinsic job satisfaction" and "intrinsic job satisfaction" demonstrated low SDs of 0.85 and 0.88, respectively, suggesting that the responses were more consistent and closely clustered around the mean.

The table also confirms that the data extracted from the measuring instruments of the study was normally distributed given the guidelines of 2.00 for skewness and 4.00 for kurtosis (Finch & West, 1997, p.454). The skewness values close to 0 suggested a distribution that was nearly symmetrical. Most variables displayed low positive skewness, ranging from 0.24 to 0.75, thereby indicating a balanced distribution that was slightly tilted toward the higher values. In contrast, the "individual consideration" variable had a higher skewness of 1.21, thus reflecting a positive skew with a greater frequency of lower-end responses. This suggests that while some respondents perceived a high level of individual consideration, a significant number rated it lower, resulting in a mixed overall perspective.

Most variables displayed negative kurtosis, indicating flatter distributions with responses distributed more evenly. For example, "vision articulation", "goal acceptance," and "performance expectations" reflected a lower concentration around the mean. In contrast, "individual consideration" had a high kurtosis of 2.94, signifying a leptokurtic distribution. This indicated that the responses were more tightly clustered around the mean, with a greater number of extreme values, thereby highlighting polarised opinions. Next, the focus was on the relationship between the variables covered in this study.

Correlational analysis

One of the objectives of this study was to determine the relationship between the variables in the study. Correlational analyses were conducted, and the results are presented in Table 4 below.

Table 4: Correlations

	1	2	3	4	5	6	7	8	9
1. Vision articulation	—								
2. Role modelling	0.80***	—							
3. Goal acceptance	0.85***	0.89***	—						
4. Performance expectations	0.89***	0.89***	0.93***	—					
5. Individual consideration	0.82***	0.72***	0.79***	0.81***	—				
6. Intellectual stimulation2	0.88***	0.79***	0.84***	0.86***	0.83***	—			
7. Transformational leadership	0.92***	0.92***	0.94***	0.95***	0.88***	0.93***	—		
8. Extrinsic JS	0.68***	0.68***	0.67***	0.68***	0.61***	0.71***	0.72***	—	
9. Intrinsic JS	0.61***	0.64***	0.64***	0.61***	0.58***	0.66***	0.68***	0.86***	—
10.Affective Com	0.52***	0.57***	0.61***	0.57***	0.49***	0.57***	0.60***	0.65***	0.61***

Inspection of Table 4 suggest that Vision articulation was statistically significantly related to several key factors. It was statistically significant with role modelling ($r = .80$; $p < 0.01$; large effect), performance expectations ($r = .89$; $p < 0.01$; large effect), individual consideration ($r = .82$; $p < 0.01$; large effect), intellectual stimulation ($r = .88$; $p < 0.01$; large effect), goal acceptance ($r = .85$; $p < 0.01$; large effect), extrinsic job satisfaction ($r = .68$; $p < 0.01$; large effect), intrinsic job satisfaction ($r = .61$; $p < 0.01$; large effect), affective commitment ($r = .52$; $p < 0.01$; medium effect) and transformational leadership ($r = .92$; $p < 0.01$; large).

Role modelling was statistically significantly related to performance expectations ($r = .89$; $p < 0.01$; large), individual consideration ($r = .72$; $p < 0.01$; large effect), intellectual stimulation ($r = .79$; $p < 0.01$; large effect), transformational leadership ($r = .92$ large effect), extrinsic job satisfaction ($r = .68$; $p < 0.01$; large effect), intrinsic job satisfaction ($r = .64$; $p < 0.01$; large effect), goal acceptance ($r = .89$ $p < 0.01$; large effect), and affective commitment ($r = .57$; $p < 0.01$; medium effect).

Goal acceptance was statistically significantly related to performance expectations ($r = .93$; $p < 0.01$; large effect), individual consideration ($r = .79$; $p < 0.01$; large effect), intellectual stimulation ($r = .84$; $p < 0.01$; large effect), extrinsic job satisfaction ($r = .67$; $p < 0.01$; large effect), intrinsic job satisfaction ($r = .64$; $p < 0.01$; large effect), transformational leadership ($r = .94$ large effect), and effective commitment ($r = .61$; $p < 0.01$; large effect).

Performance expectation was statistically significantly related to individual consideration ($r = .81$; $p < 0.01$; large effect), intellectual stimulation ($r = .86$; $p < 0.01$; large effect), transformational leadership ($r = .95$; $p < 0.01$; large effect), extrinsic job satisfaction ($r = .68$; $p < 0.01$; large effect), intrinsic job satisfaction ($r = .61$; $p < 0.01$; large effect), and affective commitment ($r = .57$; $p < 0.01$; medium effect). Individual consideration was statistically significantly related to intellectual stimulation ($r = .83$; $p < 0.01$; large effect), transformational leadership ($r = .88$; $p < 0.01$; large effect), extrinsic job satisfaction ($r = .61$; large effect), intrinsic job satisfaction ($r = .51$; medium effect) and affective commitment ($r = .49$; medium effect). Intellectual stimulation was statistically significantly related to transformational leadership ($r = .93$; large effect), extrinsic job satisfaction ($r = .71$; large effect), intrinsic job satisfaction ($r = .66$; large effect), and

affective commitment ($r = .57$; medium effect). Transformational leadership was statistically significantly related to extrinsic job satisfaction ($r = .72$; $p < 0.01$; large effect), intrinsic job satisfaction ($r = .68$; $p < 0.01$; large effect) and affective commitment ($r = .60$; $p < 0.01$; large effect). Extrinsic job satisfaction was statistically significantly related to intrinsic job satisfaction ($r = .68$; $p < 0.01$; large effect) and affective commitment ($r = .60$; $p < 0.01$; large effect). Intrinsic job satisfaction was statistically significantly related to affective commitment ($r = .68$; $p < 0.01$; large effect). Next the focus was on linear regressions.

Regression analysis

One of the secondary objectives of the study was to identify the critical ***dimensions of transformational leadership that play a significant role in intrinsic and extrinsic job satisfaction and organisational commitment***. The results of the analysis are presented in Table 5.

Table 5: *Linear regression analysis with job satisfaction, affective commitment and organisational citizenship behaviour as dependent variables and ethical leadership, goal setting, empowerment and performance feedback as independent variables.*

Table 5: Regression Analysis Results.

Predictors	Extrinsic	Intrinsic	Affective
	job satisfaction	job satisfaction	commitment
	Stand β	Stand β	Stand β
1. Vision articulation	0.06	0.02	-0.03
2. Role modelling	0.14	0.28	-0.10
3. Goal acceptance	0.17	0.31	0.43*
4. Performance expectations	-0.01	-0.30	0.05
5. Individual consideration	-0.01	0.06	-0.10
6. Intellectual stimulation	0.42*	0.37*	0.41*
<i>R</i>	.74	.70	.65
<i>R</i>²	.54	.49	.43
<i>Adjusted R</i>²	.52	.46	.40
<i>F</i>²	1.08	.85	.67
<i>Effect size</i>	Large effects	Large effects	Large effects

In Table 5, the dimensions of transformational leadership predicted 52% of the variance in extrinsic job satisfaction, 46% of the variance in intrinsic job satisfaction, and 43% of the variance in affective commitment; however, intellectual stimulation a transformational leadership dimension proved to be the only statistically significant predictor of extrinsic ($\beta = .20$; $t=2.85$; $p=.01$), and intrinsic job satisfaction ($\beta = .18$; $t=2.07$; $p=.04$). On the other hand, goal acceptance ($\beta = .20$; $t=2.05$; $p=.04$) and intellectual stimulation ($\beta = .20$; $t=2.53$; $p=.01$), the transformational leadership dimensions proved to be the only statistically significant predictors of affective commitment.

Mediation

Another objective of the study was to determine the mediation role of affective commitment in the relationship between transformational leadership and job satisfaction. The results of the analysis are presented in Table 6 and in Figure 2.

Table 6: Indirect effects of transformational leadership via affective commitment on extrinsic and intrinsic job satisfaction

Mediator	Estimate	SE	Bootstrapping CI	
			Lower	Upper
1. Extrinsic job satisfaction ($p<.001$) CF	.11	.03	.06	.19
2. Intrinsic job satisfaction ($p<.001$) CF	.10	.03	.05	.18

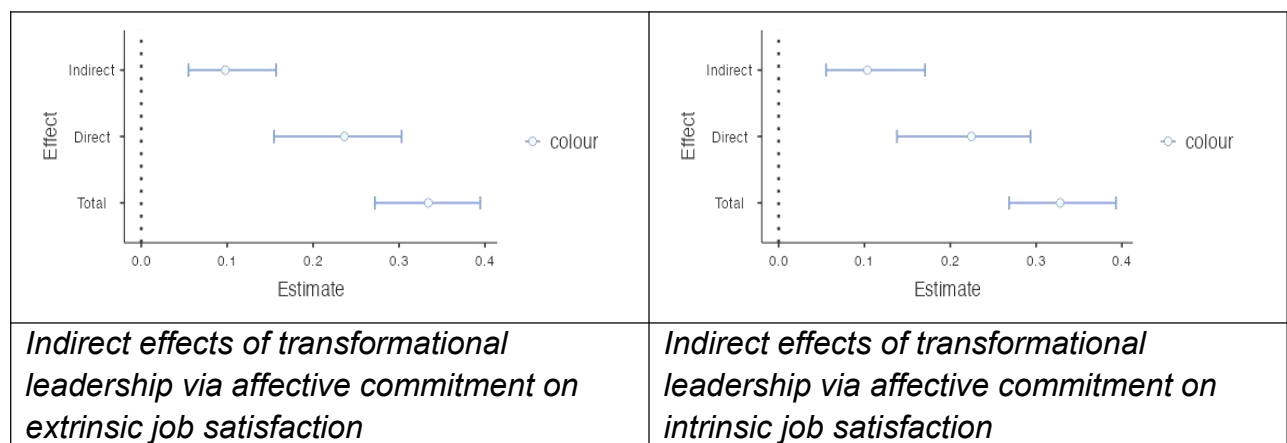


Figure 2: Estimate plot

Table 6 suggests that statistically significant indirect effects were observed for transformational leadership in its relationship with extrinsic and intrinsic job satisfaction via affective commitment. This suggests that the mediation effects of affective commitment were confirmed in this relationship. In addition, the mediation effects of affective commitment were also confirmed by the absence of 0 in the 95% confidence intervals in Table 4.5 and in Figure 5.1.

Discussion

This study examined the relationship between transformational leadership, job satisfaction, and organisational commitment within the Dr Kenneth Kaunda District Municipalities located in the North West Province of South Africa. The first secondary objectives of the study were to investigate the relationship between ***transformational leadership (and its dimensions) and organisational commitment*** within the municipal contexts.

The results of the correlation analysis suggested that vision articulation, role modelling, goal acceptance, performance expectations, individual considerations, intellectual stimulation as the composite transformational leadership variable were all statistically significantly positively related to affective commitment. According to research done by Atoki, (2024) his findings show also a correlation between these variables.

Empirical studies based on the variables considered here confirmed the relations obtained in this study. Vision articulation was statistically significantly positively related with affective commitment (Er, 2024; Groenewald et al., 2023; Kilag & Sasan, 2023). Role modelling was statistically significantly positively related to affective commitment (Yang & Xiangming, 2024; Maymon, & Hall, 2021; Renk & Smith, 2007).

Goal acceptance was statistically significantly positively related to affective commitment (Wampold & Flückiger, 2023; Mantello et al., 2023; Andrapuri, et al., 2023). Performance expectation was statistically significantly positively related to affective commitment (Hidayat & Tannady, 2023; Moestain et al., 2020; Halian et al., 2023). Individual consideration was statistically significantly positively related to affective commitment (Chepuri, et al., 2023; Tao et al., 2023; Rodriguez et al., 2023). Intellectual

stimulation was statistically significantly positively related to affective commitment (Kilag, 2023; Moffitt, 2007; Long et al., 2023). Transformational leadership was statistically significantly positively related to affective commitment (Koutsoumpa, 2023; Neupane, 2021; Harahap et al., 2023)

The second secondary objectives of the study were to assess the connection between ***transformational leadership (and its dimensions) and extrinsic as well as intrinsic job satisfaction***. The results of the correlation analysis suggested that vision articulation, role modelling, goal acceptance, performance expectations, individual considerations, intellectual stimulation and the composite transformational leadership variables were all statistically significantly positively related to extrinsic and intrinsic job satisfaction. The empirical studies on the variables confirmed the relations. According to Balaparya, (2024), all the variable correlate significantly positive to job satisfaction.

Vision articulation was statistically significantly related to extrinsic job satisfaction (Padmavathy et al., 2024; Gopal & Chowdhury, 2014; Kungwola, 2023) and intrinsic job satisfaction (Walker, 2023, Lopez-Perry, 2020; Escobar, 2013). Role modelling was statistically significantly related to extrinsic job satisfaction and intrinsic job satisfaction (Purnomo & Wardhani, 2023; Ardianto & Indriati, 2021; Sumantri et al., 2022). Goal acceptance was statistically significantly related to extrinsic job satisfaction (Mohamed et al., 2023; Aljumah, 2023; Nurlina, 2022) and intrinsic job satisfaction (Corti et al., 2023; Erikstad et al., 2021; Newland et al, 2019). Performance expectation was statistically significantly related to extrinsic job satisfaction (Mohamed et al., 2023; Aljumah, 2023; Nurlina, 2022) and intrinsic job satisfaction (Aljumah, 2023; Abdelwahed et al., 2023; Manolache & Epuran, 2023).

Individual consideration was statistically significantly related to extrinsic job satisfaction (Walker, 2023; Embry, 2010; Lopez-Perry, 2020) and intrinsic job satisfaction (Aljumah, 2023; Faraz et al., 2018; Asefa & Kant, 2022). Intellectual stimulation was statistically significantly related to extrinsic job satisfaction (Walker, 2023; Blasetti, 2020; Lopez-Perry, 2020) and intrinsic job satisfaction Walker, 2023; Blasetti, 2020; Escobar, 2013). Transformational leadership was statistically significantly related to extrinsic job satisfaction (Chi et al., 2023; Walker, 2023; Blasetti, 2020) and intrinsic job satisfaction (Aljumah, 2023; Muharam, 2023; Cheng et al., 2023).

The third secondary objectives of the study were to explore the relationship between **job satisfaction and organisational commitment** in the municipal settings. The results of the correlation analysis suggested that extrinsic and intrinsic job satisfaction were statistically significantly related to affective commitment. The empirical studies on the variables confirmed the relations. Extrinsic and intrinsic job satisfaction were statistically significantly related to affective commitment (Fadillah, & Firmansyah, 2024; Bawoleh et al., 2015; Lee & Lee, 2023; Ali, et al., 2023).

The fourth secondary objectives of the study were to identify the critical **dimensions of transformational leadership that impact job satisfaction and affective commitment**. The results suggested that the dimensions of transformational leadership predicted 52% of the variance in extrinsic job satisfaction, 46% of the variance in intrinsic job satisfaction, and 43% of the variance in affective commitment; however, intellectual stimulation a transformational leadership dimension proved to be the only statistically significant predictor of extrinsic, and intrinsic job satisfaction. On the other hand, goal acceptance and intellectual stimulation, the transformational leadership dimensions proved to be the only statistically significant predictors of affective commitment. This means that intellectual stimulation is important for the experience of extrinsic and intrinsic job satisfaction. In addition, goal acceptance and intellectual stimulation proved to be salient for the experience of affective commitment.

The last secondary objective of the study was to determine **the mediating effects of affective commitment** in the relationship between transformational leadership and extrinsic as well as intrinsic job satisfaction respectively. The results of the mediation analysis suggested that statistically significant indirect effects were observed for transformational leadership in its relationship with extrinsic and intrinsic job satisfaction via affective commitment. This suggested that the mediation effects of affective commitment were confirmed in these relationships. According to Aljumah, (2023) there is a mediating effect of affective commitment in relation to transformational leadership and job satisfaction. In addition, the mediation effects of affective commitment were also confirmed by the absence of 0 in the 95% confidence intervals. This means that affective commitment was salient for the experiences of extrinsic and intrinsic job satisfaction.

Managerial implications

The results of the correlation analysis suggested generally that vision articulation, role modelling, goal acceptance, performance expectations, individual considerations, intellectual stimulation as the composite transformational leadership variable were all statistically significantly positively related to affective commitment and (extrinsic and intrinsic) job satisfaction. This suggest that leaders or managers who constantly articulate the vision in an enthusiastic fashion, that demonstrate the ideal behaviour that are link to vision realisation or role model correct behaviour, that assist employees through joint goal setting to assist with goal acceptance, that encourage stretched goal through setting high performance expectations, who consider individual employee needs, and who stimulate employees intellectually will enhance the affective organisational commitment and (extrinsic and intrinsic) job satisfaction of employees.

However, on the one hand the regression analysis suggests specifically that intellectual stimulation proved to be the only statistically significant predictor of extrinsic, and intrinsic job satisfaction. On the other hand, goal acceptance and intellectual stimulation, proved to be the only statistically significant predictors of affective commitment of employees.

In addition, the results suggested that the mediation effects of affective commitment were confirmed in these relationships between (extrinsic and intrinsic) job satisfaction. This means that affective commitment is important for the experiences of extrinsic and intrinsic job satisfaction. This means that management should be encouraged to exhibit transformational leadership behaviour, especially intellectual stimulation and goal expectations which will in turn encourage affective commitment to stimulate extrinsic and intrinsic job satisfaction. The results also suggest that especially, goal acceptance and intellectual stimulation will go a long way in stimulating (extrinsic and intrinsic) job satisfaction.

Recommendations

Considering these insightful findings, the researcher proposes the following recommendations to enhance leadership effectiveness and employee satisfaction within the municipalities to improve service delivery.

Due to the high correlation between transformational leadership and job satisfaction and organisational commitment, the following are recommended:

- **Training Programs:** Organizations should invest in training programs that develop transformational leadership skills among managers, focusing on inspirational motivation and individualized consideration (Demirjian, 2024).
- **Feedback Mechanisms:** Establish regular feedback channels to ensure leaders can adapt their styles based on employee needs and perceptions (Masry-Herzallah, 2023).

As for the statistically significant role of intellectual stimulation (IS) in the variation in job satisfaction and organisational commitment, the following are recommended to enhance IS:

- **Encourage Critical Thinking:** Leaders should promote an environment where employees feel safe to express innovative ideas and challenge the status quo, as this fosters creativity and problem-solving abilities (Safaruddin et al., 2023).
- **Provide Training:** Regular training sessions can equip employees with the skills needed to think critically and innovate, thereby enhancing their commitment to organizational goals (Safaruddin et al., 2023).

While these recommendations focus on enhancing transformational leadership's positive impacts, it is essential to recognize that not all employees may respond similarly. For instance, some may prefer more traditional leadership styles, especially those with longer tenure or specific professional backgrounds (Cheng & Casihan, 2024). It is also important to recognize that challenges such as communication barriers and resistance to change may hinder the implementation of intellectual stimulation initiatives.

Limitations and recommendations for future studies

Future studies should employ longitudinal research designs. This will assist in the thorough examination of the causal relationships between transformational leadership, job satisfaction, and organisational commitment over time. By observing these variables over extended periods, researchers will have valuable insights into how these relationships develop and change, and they will note the long-term effects of transformational leadership on various employee outcomes.

Cross-sectional studies do have limitations. According to Maier et al. (2023), the following must be adopted to overcome this limitation: report research in a detailed and transparent manner to make it more credible. It must also ensure appropriate sampling, adopt configurational perspectives, and integrate cross-sectional data into mixed or multi-method designs. Cross-sectional studies offer insights into the prevalence and associations of conditions, and they often do not demonstrate whether these relationships are truly causal (Chirico, 2023).

To address the limitations of the current study's sample, future research should include a more diverse and representative group of participants. This should encompass individuals from a broad range of industries, hierarchical job levels, and different geographic regions. Such diversity improves the generalisability of findings and enhances understanding of transformational leadership's impact across contexts.

Future research should also integrate objective performance metrics, such as quantifiable measures of productivity, turnover rates, and absenteeism. Incorporating these objective assessments will allow for a more complete understanding of how transformational leadership influences organisational outcomes, moving beyond self-reported data on job satisfaction and commitment, which may be subject to bias.

Employing qualitative research methods such as in-depth interviews and focus group discussions, can offer richer, more nuanced insights into the employees' experiences with transformational leadership. According to Lim (2024), qualitative research is essential for analysing intricate social phenomena and providing comprehensive, human-centred insights; it assists in exploring complex human behaviour. These approaches can reveal the intricate mechanisms through which transformational leadership affects factors such as job satisfaction and organisational commitment, uncovering the stories and contexts behind the data.

Future studies can investigate additional mediating variables that may influence the effectiveness of transformational leadership. These factors could include elements such as organisational climate, work-life balance, and employee personality traits. Exploring these aspects will provide a deeper understanding of the specific conditions and

contexts that either enhance or inhibit the positive effects of transformational leadership on the employees.

Conclusion

The findings of this study illuminated the critical role of transformational leadership in enhancing job satisfaction and organisational commitment among the municipal employees. The transformational leaders engage in behaviours that inspire and motivate their teams. These behaviours include but are not limited to articulating a compelling vision for the future, aligning individual and team goals with organisational objectives, providing personalised support to each employee, and fostering an atmosphere of intellectual curiosity and innovation. As a result, these leaders cultivate a deeper emotional connection within their workforce, thus significantly boosting both job satisfaction and organisational commitment.

The research indicated that this emotional connection, termed affective commitment, serves as a vital mediator in the relationship between transformational leadership and job satisfaction. Essentially, the positive impact of transformational leadership was primarily realised through the strong emotional bonds that the employees forge with their organisation. This emotional attachment enhances the employees' attitudes toward their work and strengthens their loyalty and satisfaction with their employer, ultimately cultivating a more dedicated and fulfilled workforce.

Furthermore, the moderation analysis offered valuable insights into how specific contextual factors can influence the effectiveness of transformational leadership. Elements such as organisational culture, employee age, tenure, and specific job roles significantly affect how transformational leadership is perceived and its subsequent impact on the employee outcomes. This suggests that successful transformational leadership is not a one-size-fits-all approach; rather, it is essential for the leaders to tailor their strategies to align with the unique characteristics and dynamics of their workforce. By doing so, they can maximise the positive effects of their leadership style, thereby fostering a more engaged and satisfied employee base.

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CHAPTER 3

DISCUSSIONS, IMPLICATIONS, RECOMMENDATIONS AND LIMITATIONS

3.1 Discussion

This study examined the link between transformational leadership, job satisfaction, and organisational commitment in the Dr Kenneth Kaunda District Municipalities in the North West Province of South Africa. The study's first secondary objective was to investigate the relationship between ***transformational leadership and its dimensions and organisational commitment*** within the municipal contexts.

The results of the correlation analysis suggested that vision articulation, role modelling, goal acceptance, performance expectations, individual considerations, intellectual stimulation and the composite transformational leadership variable were all statistically significantly positively related to affective commitment.

The empirical studies on the variables confirmed these relations. Vision articulation was statistically significantly positively related to affective commitment (Er, 2024; Groenewald et al., 2023; Kilag & Sasan, 2023). Role modelling was statistically significantly positively related to affective commitment (Yang & Xiangming, 2024; Maymon & Hall, 2021; Renk & Smith, 2007).

Goal acceptance was statistically significantly positively related to affective commitment (Wampold & Flückiger, 2023; Mantello et al., 2023; Andrapuri et al., 2023). Performance expectation was statistically significantly positively related to affective commitment (Hidayat & Tannady, 2023; Moestain et al., 2020; Halian et al., 2023). Individual consideration was statistically significantly positively related to affective commitment (Chepuri et al., 2023; Tao et al., 2023; Rodriguez et al., 2023). Intellectual stimulation was statistically significantly positively related to affective commitment (Kilag, 2023; Moffitt, 2007; Long et al., 2023). Transformational leadership was statistically significantly positively related to affective commitment (Koutsoumpa, 2023; Neupane, 2021; Harahap et al., 2023)

Part of the first secondary objective of the study was to assess the connection between ***transformational leadership (and its dimensions) and extrinsic and intrinsic job satisfaction***. The results of the correlation analysis suggested that vision articulation, role modelling, goal acceptance, performance expectations, individual considerations, intellectual stimulation and the composite transformational leadership variables were all statistically significantly positively related to extrinsic and intrinsic job satisfaction. The empirical studies on the variables confirmed the relations.

Vision articulation was statistically significantly related to extrinsic job satisfaction (Padmavathy et al., 2024; Gopal & Chowdhury, 2014; Kungwola, 2023) and intrinsic job satisfaction (Walker, 2023; Lopez-Perry, 2020; Escobar, 2013). Role modelling was statistically significantly related to extrinsic and intrinsic job satisfaction (Purnomo & Wardhani, 2023; Ardianto & Indriati, 2021; Sumantri et al., 2022). Goal acceptance was statistically significantly related to extrinsic job satisfaction (Mohamed et al., 2023; Aljumah, 2023; Nurlina, 2022) and intrinsic job satisfaction (Corti et al., 2023; Erikstad et al., 2021; Newland et al., 2019). Performance expectation was statistically significantly related to extrinsic job satisfaction (Mohamed et al., 2023; Aljumah, 2023; Nurlina, 2022) and intrinsic job satisfaction (Aljumah, 2023; Abdelwahed et al., 2023; Manolache & Epuran, 2023).

Individual consideration was statistically significantly related to extrinsic job satisfaction (Walker, 2023; Embry, 2010; Lopez-Perry, 2020) and intrinsic job satisfaction (Aljumah, 2023; Faraz et al., 2018; Asefa & Kant, 2022). Intellectual stimulation was statistically significantly related to extrinsic job satisfaction (Walker, 2023; Blasetti, 2020; Lopez-Perry, 2020) and intrinsic job satisfaction (Walker, 2023; Blasetti, 2020; Escobar, 2013). Transformational leadership was statistically significantly related to extrinsic job satisfaction (Chi et al., 2023; Walker, 2023; Blasetti, 2020) and intrinsic job satisfaction (Aljumah, 2023; Muharam, 2023; Cheng et al., 2023).

The last part of the first secondary objective of the study was to explore the relationship between ***job satisfaction and organisational commitment*** in municipal settings. The results of the correlation analysis suggested that extrinsic and intrinsic job satisfaction were statistically significantly related to affective commitment. The empirical studies on

the variables confirmed the relations. Extrinsic and intrinsic job satisfaction was statistically significantly related to affective commitment (Fadillah & Firmansyah, 2024; Bawoleh et al., 2015; Lee & Lee, 2023; Ali et al., 2023).

The second secondary objective of the study was to identify the critical ***dimensions of transformational leadership that impact job satisfaction and affective commitment***. The results suggested that the dimensions of transformational leadership predicted 52% of the variance in extrinsic job satisfaction, 46% of the variance in intrinsic job satisfaction, and 43% of the variance in affective commitment; however, intellectual stimulation a transformational leadership dimension proved to be the only statistically significant predictor of extrinsic, and intrinsic job satisfaction. On the other hand, goal acceptance and intellectual stimulation, the transformational leadership dimensions, proved to be the only statistically significant predictors of affective commitment. This means that intellectual stimulation is important for the experience of extrinsic and intrinsic job satisfaction. In addition, goal acceptance and intellectual stimulation proved to be salient for the experience of affective commitment

The last secondary objective of the study was to determine ***the mediating effects of affective commitment*** on the relationship between transformational leadership and extrinsic and intrinsic job satisfaction. The mediation analysis results suggested that statistically significant indirect effects were observed for transformational leadership in its relationship with extrinsic and intrinsic job satisfaction via affective commitment. This suggested that the mediation effects of affective commitment were confirmed in these relationships. In addition, the mediation effects of affective commitment were also confirmed by the absence of 0 in the 95% confidence intervals. This means that affective commitment was salient for the experiences of extrinsic and intrinsic job satisfaction.

3.2 Managerial implications

The results of the correlation analysis suggested generally that vision articulation, role modelling, goal acceptance, performance expectations, individual considerations, intellectual stimulation as the composite transformational leadership variable were all statistically significantly positively related to affective commitment and (extrinsic and

intrinsic) job satisfaction. This suggest that leaders or managers who constantly articulate the vision in an enthusiastic fashion, that demonstrate the ideal behaviour that are link to vision realisation or role model correct behaviour, that assist employees through joint goal setting to assist with goal acceptance, that encourage stretched goal through setting high performance expectations, who consider individual employee needs, and who stimulate employees intellectually will enhance the affective organisational commitment and (extrinsic and intrinsic) job satisfaction of employees.

However, on the one hand the regression analysis suggests specifically that intellectual stimulation proved to be the only statistically significant predictor of extrinsic, and intrinsic job satisfaction. On the other hand, goal acceptance and intellectual stimulation, proved to be the only statistically significant predictors of affective commitment of employees.

In addition, the results suggested that the mediation effects of affective commitment were confirmed in these relationships between (extrinsic and intrinsic) job satisfaction. This means that affective commitment is important for the experiences of extrinsic and intrinsic job satisfaction. This means that management should be encouraged to exhibit transformational leadership behaviour, especially intellectual stimulation and goal expectations which will in turn encourage affective commitment to stimulate extrinsic and intrinsic job satisfaction. The results also suggest that especially, goal acceptance and intellectual stimulation will go a long way in stimulating (extrinsic and intrinsic) job satisfaction.

3.3 Recommendations

Considering these insightful findings, the researcher proposes the following recommendations to enhance leadership effectiveness and employee satisfaction within the municipalities to improve service delivery.

Due to the high correlation between transformational leadership and job satisfaction and organisational commitment, the following are recommended:

- **Training Programs:** Organizations should invest in training programs that develop transformational leadership skills among managers, focusing on inspirational motivation and individualized consideration (Demirjian, 2024).
- **Feedback Mechanisms:** Establish regular feedback channels to ensure leaders can adapt their styles based on employee needs and perceptions (Masry-Herzallah, 2023).

As for the statistically significant role of intellectual stimulation (IS) in the variation in job satisfaction and organisational commitment, the following are recommended to enhance IS:

- **Encourage Critical Thinking:** Leaders should promote an environment where employees feel safe to express innovative ideas and challenge the status quo, as this fosters creativity and problem-solving abilities (Safaruddin et al., 2023).
- **Provide Training:** Regular training sessions can equip employees with the skills needed to think critically and innovate, thereby enhancing their commitment to organizational goals (Safaruddin et al., 2023).

While these recommendations focus on enhancing transformational leadership's positive impacts, it is essential to recognize that not all employees may respond similarly. For instance, some may prefer more traditional leadership styles, especially those with longer tenure or specific professional backgrounds (Cheng & Casihan, 2024). It is also important to recognize that challenges such as communication barriers and resistance to change may hinder the implementation of intellectual stimulation initiatives.

3.4 Limitations and recommendations for future studies

Future studies should employ longitudinal research designs. This will assist in the thorough examination of the causal relationships between transformational leadership, job satisfaction, and organisational commitment over time. By observing these variables over extended periods, researchers will have valuable insights into how these relationships develop and change, and they will note the long-term effects of transformational leadership on various employee outcomes.

Cross-sectional studies do have limitations. According to Maier et al. (2023), the following must be adopted to overcome this limitation: report research in a detailed and transparent manner to make it more credible. It must also ensure appropriate sampling,

adopt configurational perspectives, and integrate cross-sectional data into mixed or multi-method designs. Cross-sectional studies offer insights into the prevalence and associations of conditions, and they often do not demonstrate whether these relationships are truly causal (Chirico, 2023).

Research should focus more on diverse and representative group of participants to get more meaningful results. This will ensure that it addresses the limitations of the current study's sample. This should encompass individuals from various industries, hierarchical job levels, and geographic regions. Such diversity will enhance the generalisability of the findings and provide a more comprehensive understanding of transformational leadership's impact across various contexts. According to Mishra et al. (2024), transformational leadership should prioritise examining long-term sustainability, investigating potential moderating or mediating factors, and assessing the impact of contextual variables.

Future research should also integrate objective performance metrics, such as quantifiable productivity measures, turnover rates, and absenteeism. Incorporating these objective assessments will allow for a more complete understanding of how transformational leadership influences organisational outcomes, moving beyond self-reported data on job satisfaction and commitment, which may be subject to bias. According to Bauwens et al. (2024), organisations wishing to unlock employees' innovative potential should design visible, comprehensible and relevant

Qualitative research methods, such as in-depth interviews and focus group discussions, can offer more prosperous, nuanced insights into the employees' experiences with transformational leadership. It can reveal the mechanisms through which transformational leadership affects factors such as job satisfaction and organisational commitment, uncovering the stories and contexts behind the data. According to Bhangu et al. (2023), qualitative research methods offer valuable contributions by providing rigorous, theoretically robust, and rational techniques for analysing subjective, nebulous, and complex phenomena.

Future studies can investigate additional mediating variables that influence the effectiveness of transformational leadership. Personality traits, work-life balance and

organisational climate can be investigated. Exploring these aspects will provide a deeper understanding of the specific conditions and contexts that either enhance or inhibit the positive effects of transformational leadership on employees. According to Musaddig et al. (2023), there is a statistically significant correlation that exists between work-life equilibrium and employee productivity. This finding can provide important insights for policymakers and practitioners. They will be able to base their strategies on research evidence.

3.5 Conclusion

The critical role of transformational leadership is highlighted in this study, and it demonstrate that it improves job satisfaction and organisational commitment in organisations. Transformational leaders are people who engage in behaviours that inspire and motivate the people they are leading. that type of behaviour can contributes to a positive vision for the future. It will also assist in the alignment of organisational and individual goals. This leads to support for employees. As a result, these leaders cultivate a deeper emotional connection within their workforce, thus significantly boosting job satisfaction and organisational commitment.

The research indicated that this Emotional connection, affective commitment is a vital mediator between transformational leadership and job satisfaction. Strong emotional bonds can be achieved through the positive impact of transformational leadership in organisations.

This emotional attachment enhances the employees' attitudes toward their work and strengthens their loyalty and satisfaction with their employer, ultimately cultivating a more dedicated and fulfilled workforce.

Valuable insights come out of the moderation analysis on how factors can influence the effectiveness of transformational leadership. Organisational culture, employee age, tenure, and specific job roles significantly affect how transformational leadership is perceived and its subsequent impact on employee outcomes. This suggests that successful transformational leadership must have strategies to align with the unique

charm of their workforce and the dynamics of their work to maximise the positive effects of their leadership style, thereby fostering a more engaged and satisfied employee base.

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APPENDIX A LANGUAGE EDITING



You Write. We Edit. You Love it.

23 November 2024

TO WHOM IT MAY CONCERN

REF: CONFIRMATION OF LANGUAGE EDITING SERVICES: RUFANE MAKOUSA

I confirm that I have done language editing for Rufane Makousa's research titled:

**THE MEDIATING ROLE OF AFFECTIVE COMMITMENT IN THE RELATIONSHIP BETWEEN
TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION**

The research now conforms to North West University's required language editing standards.

Yours sincerely



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APPENDIX B CONSENT FORM AND QUESTIONNAIRE

26 June 2025

Dear Participant,

INFORMED CONSENT TO COMPLETE SURVEY

You are invited to participate in a research study as part of a Master of Business Administration (MBA) program. Please take a moment to review the information provided here, outlining the study's specifics. You must fully comprehend the nature of this research and your potential involvement. Importantly, your participation is entirely voluntary, and declining participation will not have any negative consequences. Additionally, you can withdraw from the study anytime, even if you initially agree to participate. This study has been approved by the NWU Economic and Management Sciences Research Ethics Committee (EMS-REC). It will be conducted according to the ethical guidelines and principles of the North-West University and other international ethical guidelines applicable to this study.

Title of the project:

Exploring the impact of toxic leadership on employee turnover and performance in the South African corporate business environment.

Institution: NWU Business School.

Ethics Reference Number: (NWU-00575-24-A4)

Names and contact details of project staff

	Supervisor	Researcher
Title, name & surname	Professor L. Jackson	RA Mokousa
Full Names	Leon	Rufane
Function in Project	Principle Investigator	Researcher
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What is this research study all about?

Research on workplace dynamics is crucial for enhancing organisational effectiveness and employee well-being. The focus of this study is to gain insights into the impact of toxic leadership behaviours on our employees' overall performance and job satisfaction, as well as their intentions to continue employment within the organisation.

The objectives of the study include:

The primary objective of this research study is to investigate the extent of the impact of a transformational leadership style on job satisfaction and organisation commitment in a corporate business environment in South Africa.

The subsequent secondary objectives are set to support the primary goal:

- To determine the relationship between transformational Leadership and organisational commitment in the Dr. KK Kaunda district municipality.
- To determine the relationship between transformational Leadership and job satisfaction in the Dr. KK Kaunda district municipality.
- To determine the relationship between job satisfaction and organisation commitment in the Dr. KK Kaunda district municipality.
- To determine the mediating role of job satisfaction in the relationship between transformational leadership and organisation commitment.

The study aims to make valuable contributions to both the academic community and professionals in the Human Resources Management (HRM) field. In terms of theory, it seeks to enhance understanding of transformational leadership's impact on specific employee outcomes, providing insights for HR

professionals and organisational leaders to mitigate its occurrence. On a practical level, the research aims to positively impact organisations by offering considerations for leadership appointments and increasing employee awareness of the effects of transformational leadership on job satisfaction and commitment.

What will be expected of you?

You will be expected to:

- Complete the survey, which should take approximately 35 minutes.
- Respond to the questions openly and honestly.

What will you gain from taking part in this research?

While there will be no financial or material rewards, your involvement will serve as a valuable contribution to advancing our comprehension and expanding the literature on the consequences of transformational leadership on job satisfaction and the organisation commitment.

Confidentiality and Anonymity?

Please note that your answers are entirely confidential, and no personally identifiable information will be gathered; therefore, your participation holds no risk.

Protection and confidentiality of data collected.

The researcher assures that the gathered data and will be kept confidential and not shared with any external parties. The exclusive purpose of these records is for data analysis. To mitigate the risk of data loss, duplicate copies of the records will be generated and stored on the researcher's personal computer and an external hard drive. Furthermore, these records will not be retained beyond the required duration and will be destroyed upon the submission of the dissertation.

DECLARATION

Declaration by participant

By selecting option 1 below, I agree to participate in the research study titled: Investigating the relationships between transformational leadership, job satisfaction and organisation commitment in the municipalities in the Dr. KK Kaunda district municipality.

- I confirm that I have read the information sheet for the above study. I have had the opportunity to consider the information, ask questions, and have these answered satisfactorily.
- I understand that as I have completed the study anonymously, it will not be possible to remove any information I have provided, as you will not be able to identify me in any way.
- I understand that individuals from the University may look at anonymous research data collected during the study to ensure that the survey is conducted appropriately.
- I agree that my anonymous information can be shared with individuals from the abovementioned project team.

Please select an option:

1	Yes, I would like to participate	You will be directed to the survey questions.
2	No, I do not want to participate	You will conclude your participation in this survey.

SECTION 1 : Biographic information

Age	
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Gender	Male	Female	Other
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Educational qualifications	Matric / Grade 12	Post matric qualification (Diploma)	University degree (BA, BCom, BSC etc.)	Postgraduate Degree (Hons, Masters, Doctorate)
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Level of employment:	Senior Management / Executive	Middle / Line Management	Middle / Line Management
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Tenure / Years of experience	
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SECTION 2

Instructions: Read through the following statements and indicate the extent to which it characterizes your situation

	Think about your current manager. To what extent does each of the following statements characterize your manager/supervisor's leadership orientation. My manager ...	Ver y little			Mod erat e amo unt			Ver y muc h
1	have a clear understanding of where we are going	1	2	3	4	5	6	7
2	paint an interesting picture of the future of our group/section	1	2	3	4	5	6	7
3	always seek new opportunities for the group / organisation	1	2	3	4	5	6	7
4	inspire others with his/her plans for the future	1	2	3	4	5	6	7
5	can get other to be committed to his/her dreams	1	2	3	4	5	6	7
6	lead by "doing" rather than simply be "telling"	1	2	3	4	5	6	7
7	provide a good model for others to follow	1	2	3	4	5	6	7
8	lead by example	1	2	3	4	5	6	7
9	foster collaboration among group members	1	2	3	4	5	6	7
10	encourage employees to be "team players"	1	2	3	4	5	6	7
11	get the group to work together for the same goal	1	2	3	4	5	6	7
12	develop a team attitude and spirit among employees	1	2	3	4	5	6	7

13	show that I expected a lot of others	1	2	3	4	5	6	7
14	insist on only the best performance	1	2	3	4	5	6	7
15	will not settle for second best	1	2	3	4	5	6	7
16	act only after considering the feelings of others	1	2	3	4	5	6	7
17	show respect for the personal feelings of others	1	2	3	4	5	6	7
18	am thoughtful of the personal needs of others	1	2	3	4	5	6	7
19	treat others only after considering their feelings	1	2	3	4	5	6	7
20	challenge others to think about old problems in new ways	1	2	3	4	5	6	7
21	ask questions that prompt others to think	1	2	3	4	5	6	7
22	stimulate others rethink the way they do things	1	2	3	4	5	6	7
23	have ideas that challenge others to re-examine some of their basic assumptions about work	1	2	3	4	5	6	7
24	always give positive feedback when others perform well	1	2	3	4	5	6	7
25	give special recognition when others' work is very good	1	2	3	4	5	6	7
26	commend others when they do a better-than-average job	1	2	3	4	5	6	7
27	personally compliment others when they do outstanding work	1	2	3	4	5	6	7
28	frequently do not acknowledge the good performance of others	1	2	3	4	5	6	7

SECTION 3

Instructions: Rate the extent to which you agree with each of the following statements.

SCALE

1	=Strongly disagree	2 = Disagree	3 = Neutral	4 = Agree	5= Strongly agree
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1	Being able to keep busy all the time.	1	2	3	4	5
2	The chance to work alone on the job.	1	2	3	4	5
3	The chance to do different things from time to time.	1	2	3	4	5
4	The chance to be "somebody" in the community.	1	2	3	4	5
5	The way my boss handles his/her workers.	1	2	3	4	5
6	The competence of my supervisor in making decisions.	1	2	3	4	5
7	Being able to do things that don't go against my conscience.	1	2	3	4	5
8	The way my job provides for steady employment.	1	2	3	4	5
9	The chance to do things for other people.	1	2	3	4	5
10	The chances to tell people what to do.	1	2	3	4	5

11	The chance to do something that makes use of my abilities.	1	2	3	4	5
12	The way company policies are put into practice.	1	2	3	4	5
13	My pay and the amount of work I do.	1	2	3	4	5
14	The chances for advancement on the job.	1	2	3	4	5
15	The freedom to use my own judgement.	1	2	3	4	5
16	The chance to try my own methods of doing the job.	1	2	3	4	5
17	The working conditions.	1	2	3	4	5
18	The way my co-workers get along with each other.	1	2	3	4	5
19	The praise I get for doing a job.	1	2	3	4	5
20	The feeling of accomplishment I get from my job.	1	2	3	4	5
21	I would be happy to spend the rest of my career in this organisation	1	2	3	4	5
22	I would be very happy to spend the rest of my career in this organisation.	1	2	3	4	5
23	It would be very hard for me to leave my organisation right now, even if I wanted to.	1	2	3	4	5
24	I do not feel any obligation to remain with my current employer.	1	2	3	4	5
25	I really feel as if this organisation's problems are my own.	1	2	3	4	5
26	Too much of my life would be disrupted if I decided I wanted to leave my organisation now.	1	2	3	4	5
27	Even if it were to my advantage, I do not feel it would be right to leave my organisation.	1	2	3	4	5
28	I do not feel like "part of the family" at my organisation.	1	2	3	4	5
29	Right now, staying with my organisation is a matter of necessity as much as desire.	1	2	3	4	5
30	I will feel guilty if I leave my organisation now.	1	2	3	4	5
31	I do not feel "emotionally attached" to this organisation.	1	2	3	4	5
32	One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives.	1	2	3	4	5
33	My organisation deserves my loyalty.	1	2	3	4	5
34	This organisation has a great deal of personal meaning for me.	1	2	3	4	5
35	I feel that I have too few options to consider leaving this organisation.	1	2	3	4	5
36	I would not leave my organisation right now because I have a sense of obligation to the people in it.	1	2	3	4	5
37	I do not feel a strong sense of belonging to my organisation.	1	2	3	4	5
38	If I had not already put so much of myself into this organisation, I might consider working elsewhere.	1	2	3	4	5
39	I owe a great deal to my organisation.	1	2	3	4	5

ANNEXTURE C PASSPORT COPY

