Investigating diversity climate, leadership styles and employee attitudes in a selection of South African companies

S McCallaghan

orcid.org / 0000-0002-4864-3457

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Promoter: Prof LTB Jackson

Co-promoter: Prof MM Heyns

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Student number: 12317578

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DECLARATION BY STUDENT

An article format was chosen for this study. The researcher, Sean McCallaghan, assisted with conceptualizing the study; conducted and reviewed the literature search; collected and assisted with analysing data and statistical results; and was responsible for writing all chapters and manuscripts. Prof. L.T.B. Jackson acted as promoter and Prof. M.M. Heyns as co-promoter. Prof. Jackson and Prof. Heyns assisted with conceptualizing the study, analysing data and statistical results, provided comments and guidance, and co-authored all articles produced from this thesis. Articles produced from the manuscripts from this research were either published or submitted for publication to the following conferences or journals:

An article from manuscript 1, titled "Exploring organisational diversity climate with associated antecedents and employee outcomes", was published in the *South African Journal of Industrial Psychology* (SAJIP) on 24 June 2019.

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An article from manuscript 3, titled "Examining the mediating effect of diversity climate on the relationship between destructive leadership and employee attitudes", was published in the *Journal of Psychology in Africa* on 16 December 2019.

I, Sean McCallaghan (12317578), hereby declare that *Investigating diversity climate, leadership styles and employee attitudes in a selection of South African companies* is my own work and that all sources used in this research have been indicated in-text and in the reference lists of each chapter.

DECLARATION BY LANGUAGE EDITOR

I declare that I have language edited the thesis *Investigating diversity climate, leadership styles and employee attitudes in a selection of South African companies* submitted by S. McCallaghan (student number 12317578).

DR ELSABE DIEDERICKS

BA HONS HED HONS MA PHD

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SUMMARY

Subject: Diversity climate, leadership which included two positive forms of leadership, namely transformational and servant leadership, a form of destructive leadership (autocratic leadership), and employee attitudes comprising job satisfaction, organisational commitment and employee's intention to quit.

Keywords: Diversity climate, transformational leadership, transactional leadership, destructive leadership, autocratic leadership, servant leadership, job satisfaction, organisational commitment, and intention to quit.

Due to globalisation, organisations are striving to become more diverse. Organisations are specifically attracted to diversification due to the advantages associated with increased diversity. Unfortunately, the opposite is also a reality; increased diversity has also been associated with negative employee and organisational outcomes. Due to the increased diversification and advantages associated with diversity, both organisations and researchers have been turning their attention towards how employees form perspectives on how organisations are managing and valuing diversity – also known as diversity climate. Although not a new concept, the concept of diversity climate has, however, seen limited research, especially within unique diverse and transitional environments where attempts to correct historic imbalances are intentionally stimulated, such as South Africa.

Current literature on diversity climate suggests that conducive forms of leadership would also be associated with constructive perspectives of diversity climate, while positive perspectives of diversity climate have also been related to improved employee attitudes, such as job satisfaction, organisational commitment on non-intention to quit. However, literature is silent on the indirect effects of diversity climate on the relationship between leadership and employee attitudes within unique diversity environments. There seems to be a research gap in terms of which conducive form of leadership would contribute more towards diversity climate and what the relation of a poorer form of leadership would be with diversity climate from a single investigation. Current literature on diversity climate which examined relationships and direct effects on organisational commitment, intention to quit and job satisfaction has also been restricted to Western and European samples. Therefore, it creates an opportunity for examinations within transitional and unique diversity environments to contribute towards the current body of knowledge of diversity climate.

The present study therefore proposes and aims to test independent mediation models whereby conducive forms of leadership (transformational and servant leadership) with a form of destructive leadership (autocratic leadership) are considered as proposed antecedents; and employee attitudes (organisational commitment, employees' intention to quit and job satisfaction) are considered as dependant variables with diversity climate as proposed mediator. The study further aims at exploring the relationships between the investigated leadership styles, diversity climate and employee attitudes. Examination of direct effects of leadership styles, diversity climate and employee attitudes also formed part of the investigations.

The study followed a quantitative approach and the design was cross-sectional. In total 230 responses were drawn from a convenience sample. All respondents were employees at South African organisations based in the Gauteng Province. Organisations represented in the sample group were from the banking and financial sector, retail sector, and manufacturing and industrial sectors. The diversity climate was assessed through a one-dimensional diversity climate measuring instrument. Key behaviours associated with transformational and servant leadership assessed these forms of leadership. The form of destructive leadership was determined by a self-developed autocratic leadership instrument. Job satisfaction was measured by the short version of the Minnesota Job Satisfaction questionnaire; organisational commitment and intention to quit through the specific sections of the PSYCONES questionnaire.

The results from the South African sample group reveal both transformational leadership and servant leadership to be associated with a constructive diversity climate. Non-autocratic leadership further demonstrated adequate properties to be associated with a positive perspective of diversity climate. The results further demonstrated that the proposed conducive forms of leadership (transformational and servant leadership) would be positively associated with organisational commitment and job satisfaction, while an inverse relationship was observed for employees' intention to quit. Non-autocratic leadership was also positively associated with organisational commitment and job satisfaction, while an inverse relationship was found with intention to quit. The examinations further found evidence that diversity climate would be positively connected with organisational commitment and job satisfaction, with an opposite relationship reported with employees' intentions to quit their current occupation.

Both transformational and servant leadership demonstrated significant direct effects on diversity climate, with non-autocratic leadership also revealing a significant direct effect on diversity climate. A constructive diversity climate further significantly predicted organisational commitment and job satisfaction. With regards to the direct effects of transformational leadership on employee attitudes, the results indicate transformational leadership to significantly predict organisational commitment, job satisfaction and lower intentions to quit. Similar findings were observed for servant leadership, which significantly predicted all employee attitudes under investigation. However, sufficient proof could only be found for non-autocratic leadership predicting higher levels of job satisfaction and non-intentions to quit. The results further indicate that diversity climate would have an indirect effect on the relationship between transformational leadership and organisational commitment; diversity climate also indirectly affected the relationship between servant leadership and organisational commitment. An indirect effect of diversity climate was also found on the relationship between non-autocratic leadership and organisational commitment, and non-autocratic leadership and job satisfaction.

A number of contributions were made by the current investigation. Firstly, the results indicate the sample group reported positive perspectives with regards to diversity climate which should be an indication that organisations are doing well in terms of managing and valuing diversity. Secondly, the study further contributed to current literature on the concept of diversity climate with empirical evidence that both forms of conducive leadership would positively impact diversity climate, with servant leadership indicating a greater result. An additional input was made with evidence from a South African sample group that non-autocratic leadership would also positively impact diversity climate. Thirdly, the South African sample demonstrated that a conducive diversity climate would also be associated and influence organisational commitment, intentions to quit and job satisfaction, similar to previous Western and European suggestions; therefore confirming the valuable consequences of a constructive diversity climate across other diversity environments. Finally, as a direct response to calls from international scholars, the present study found evidence that a diversity climate would indirectly affect the relationship between transformational leadership and organisational commitment; diversity climate also demonstrated an indirect effect on the relationship between servant leadership and organisational commitment. The relationships between non-autocratic leadership and organisational commitment were also influenced by diversity, including the relationship between non-autocratic leadership and job satisfaction.

This thesis concludes and argues that transformational and servant leadership within the sample group are not sufficient to improve organisational commitment; what is also required are shared positive perspectives on how well the organisation is managing and valuing diversity. It further concludes that a lack of autocratic leadership is not adequate enough to improve organisational commitment and job satisfaction; what is also required is a conducive diversity climate.

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CHAPTER 1: INTRODUCTION, PROBLEM STATEMENT AND OBJECTIVES

This thesis is about existing observations of diversity climate, leadership styles and a selection of employee attitudes.

Chapter 1 highlights the background and motivation of the study and elaborates on the research problems and gaps that the study attempted to fill. The overview is followed by the primary and secondary objectives of the study, research methodology and the chapter layout.

1.1 BACKGROUND

Due to globalisation, the modern workforce has become more diverse. South Africa is not excluded from increased diversification; and intercultural contact has increased tremendously since 1994 (Jackson, van der Vijver, & Buckard, 2011). Organisations are attracted to diversification due to advantages associated with diverse workforces. These advantages include increased productivity, achievable goals, creativity and innovative ideas, improved client service and the creation of an interesting work environment (Joubert, 2017). The opposite of diversification is unfortunately also a reality. Traditional problems associated with more diverse workforces include members that are less attracted or committed towards the group, lower levels of job satisfaction, poorer task performance, increased absenteeism and turnover (Linnehan & Konrad, 1999). From a South African perspective, "individualism *versus* collectivism" has been reported as problems associated with an increased diverse workforce (Nieman, 2006). According to Nieman (2006), "individualism *versus* collectivism" is mainly an issue due to South Africa's organisational culture that is shaped in a Eurocentric mould (p. 99).

The noticed diversification due to associated advantages has also seen researchers directing their attention towards diversity-related disciplines. The study of diversity-related perceptions, better known as diversity climate, is one of the diversity-related disciplines (McKay & Avery, 2015). Diversity climate is considered as the degree to which an organisational climate facilitates the presence of cultural differences, viewing diversity as a positive asset (Hofhuis, van der Zee, & Otten, 2012). According to McKay, Avery, Tonidandel, Hernandez, and Hebl (2007), diversity climate refers to shared employee perceptions on how committed the organisation is towards diversity and fair human resource policies and practices.

Theoretically, the advantages and positive associations with diversity climate were some of the earliest findings on the matter. Some of these favourable attitudes and behaviours can

therefore be directly associated with reduced employee withdrawal, including absenteeism and turnover (McKay & Avery, 2015). An employee is considered a candidate for organisational commitment when the employee demonstrates emotional attachment to, identification with, and involvement in a particular organisation (McShane & Von Glinow, 2015). General positive consequences associated with organisational commitment include job satisfaction (Chughtai & Zafar, 2006), motivation (Mathieu & Zajac, 1990), and even organisational performance in the form of financial results (Abdul Rashid, Sambasivan, & Johari, 2003). Managers, wishing to encourage more employee commitment, should carefully direct their attention towards the fairness of the organisation's diversity climate and organisational procedures (Buttner, Lowe, & Billings-Harris, 2010).

In more simple terms, job satisfaction entails how an individual "feels" about and thinks of his or her job (Colquitt, Lepine, & Wesson, 2011). According to Peng (2014), job satisfaction is multi-layered by nature; these facets can be classified into two dimensions, namely intrinsic and extrinsic satisfaction. Intrinsic satisfaction is more related to the employee's job content, such as autonomy, variety of skills, supervision, and degree of responsibility (Chatzoglou, Vraimaki, Komsiou, Polychrou, & Diamantidis, 2011). Extrinsic satisfaction is associated with the work environment, for example, incentives, rewards, promotion opportunities, safety and acceptable working hours (Chatzoglou et al., 2011).

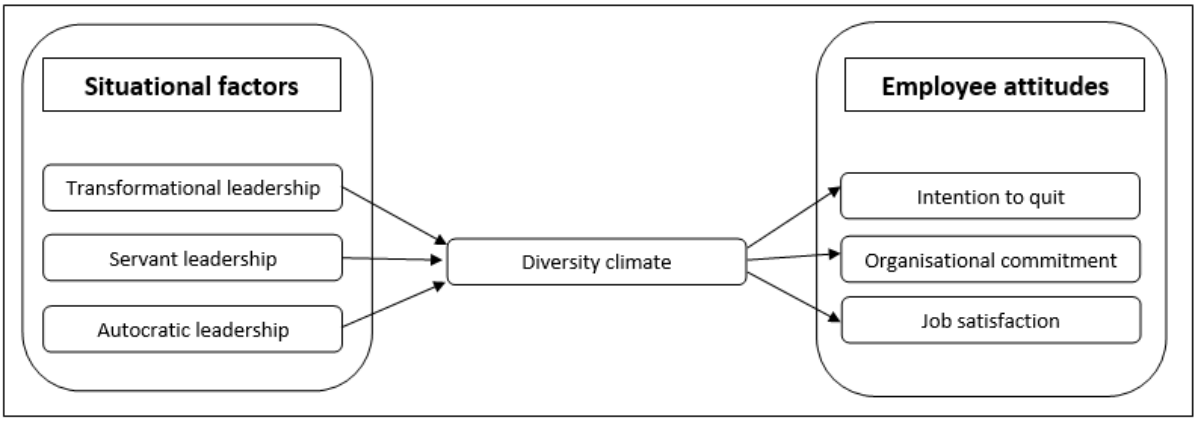
Non-intention to quit is a direct inverse consequence of a constructive diversity climate (McKay & Avery, 2015), and the benefits for an organisation that is able to minimise and reduce the intention to quit emotions are attractive. Naturally, organisations and leaders would prefer employees to demonstrate less propensity towards leaving their current employment as this reduction will accurately indicate higher levels of organisational commitment, job satisfaction (Tarigan & Ariani, 2015), organisational citizenship behaviour and a decrease in deviant behaviour (Mai, Ellis, Christian, & Porter, 2016). From an organisational perspective, a decrease in turnover propensity should also result in a reduction of replacement costs (Mai et al., 2016). Although several employee attitudes and organisational outcomes are regularly part of mainstream research, the present study focused on job satisfaction, organisational commitment, and intention to quit. The selection of these employee attitudes was jointly based on suggestions from the interactional model of cultural diversity (IMCD) (Cox, 1994) and the associated organisational advantages of these attitudes.

At this early stage, an intriguing question arises. What is required to capitalise on the associated benefits of diversity, minimising negative diversity-related associations? The

answer can perhaps be found in leadership. Leadership is a significant predictor of the materialised benefits associated with diversity (Wieland, 2004). Leadership plays an essential role in supplementing diversity outcomes, particularly in supporting a climate that respects differences and encourages the inherent value of diverse employees (Gotsis & Grimani, 2016).

South Africa has advanced several distinct legislations to promote and encourage diversification which would most probably require improved diversity management. Peterson (2008) proposed that diversity and the management of diversity have their roots in affirmative action laws. The study considered this as an important aspect, due to leaders and leadership's important role as contributors in communicating employment equity as being of strategic importance (Leonard & Grobler, 2006). The previous paragraphs inspire a further intriguing question in the early part of this thesis. What type of leadership is required to enhance the associated benefits of diversity and what will the situation look like when employees are subjected to a non-positive type of leadership? It is further intriguing that literature suggests leadership to influence perspectives of diversity management, and that perspectives of diversity management would influence employee attitudes or employee outcomes. However, the literature is silent on how leadership would impact on employee attitudes or outcomes via perceptions of diversity management.

Therefore, the following section is dedicated to investigate diversity climate, leadership styles and employee attitudes in order to create a clear understanding of the central themes in this thesis, while also critically interrogating each central theme. This investigation will also include examinations of any possible previously investigated relationships between the proposed variables. The proposed situational factors would comprise of transformational leadership, servant leadership and autocratic leadership as a form of destructive leadership. The proposed mediator would be diversity climate; and employee attitudes will be considered through intention to quit, organisational commitment and job satisfaction. The rationale behind selecting the antecedent and employee outcome variables will be discussed in the paragraphs that follow. Figure 1 below illustrates the conceptual framework that will further guide this study.



Source: (Author)

Figure 1.1: Proposed theoretical framework, leadership, diversity climate and employee attitudes

1.1.1 Diversity Climate

In order to formulate a proper taxonomy of diversity climate, it would be important to review literature and applicable models as a foundation. The theoretical background investigates the concept and escalation of diversity originating from the field of diversity management and finally investigates the concept of diversity climate within the field of diversity management.

Diversity refers to the degree to which a group or a team's composition of its members is diverse in terms of any attribute that might be used to differentiate them as a basis of categorising people (Colquitt et al., 2011). Diversity is not only limited to demographical variables (such as race and gender) to classify individuals, but could also include characteristics such as religion, education, sexual orientation and even age. According to Colquitt et al. (2011), foreign-born employees in developed countries are also increasing and should be categorised as an element of diversity. Within literature we also find different types of diversity, including "surface-level diversity and deep-level diversity" (Colquitt et al., 2011; McShane & Von Glinow, 2015). Surface-level diversity refers to apparent characteristics, such as race, ethnicity, sex and age, while deep-level diversity refers to features that are less perceptible, but can be incurred after a direct experience between team members (Colquitt et al., 2011; McShane & Von Glinow, 2015). These characteristics of deep-level diversity can comprise attitudes, values and personality (Colquitt et al., 2011; McShane & Von Glinow, 2015).

Cultural diversity is considered to be an alternative term within the field of diversity and refers to the different cultures within any organisation, team or workforce. At the surface

level, the term culture can include any sort of exotic custom, religion, food, clothing and lifestyle. At a deeper level, culture can include values and ways of interpreting the world, social structure and ways of interpersonal relations (Shani & Lau, 2000). The increasing diversity of cultural backgrounds that dictates an individual's behaviour is considered to be one of the major challenges for managers due to the fact that individuals with different backgrounds, values and beliefs within the workplace can be a source of misunderstandings and conflict (Shani & Lau, 2000).

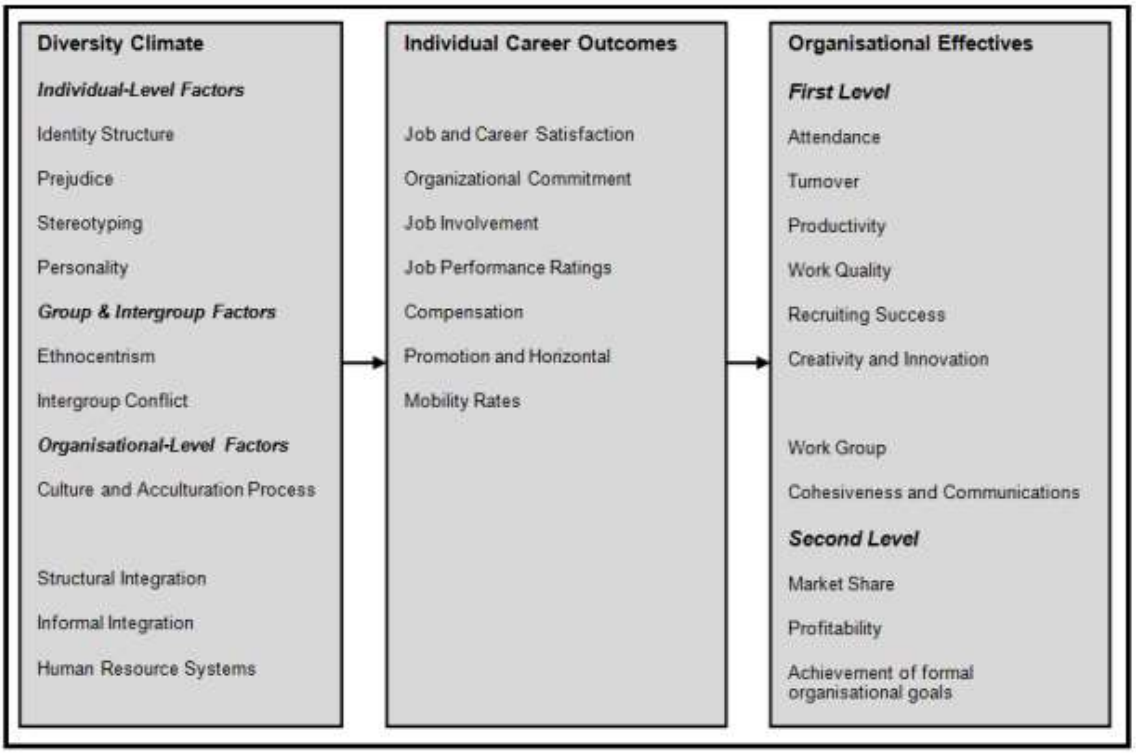
From a South African point of view, organisations have distinctive diversity-related challenges, especially taking into consideration South Africa's unique history of segregation. In an attempt to correct imbalances caused by this unique history, South Africa has developed and implemented a world-renowned Constitution (1996) that pursues to eradicate unfair discrimination. With legislation South Africa is attempting to fast track corrective diversification. South Africa is striving to present a workforce that symbolises the South African demography. According to Rosado (1996), diversification is a trend followed by many institutions and nations.

Specific and distinctive legislation in South Africa was developed to stimulate the diversification process and stimulate a process of transformation (Robbins et al., 2009). The legislation includes, but is not limited to the Constitution (1996), Labour Relations Act 66 of 1995, Basic Conditions of Employment Act 75 of 1997, Employment Equity Act 55 of 1998 and the Broad-Based African Economic Empowerment Act 53 of 2003. While the legislation is applicable to the present study, it will not be discussed in detail. The view of specific legislation that guides diversification is an important concept due to researchers such as Peterson (2008) who advocated that diversity management has its origins in affirmative action laws.

The logic underlying "managing diversity" is that organisations would prefer to benefit from diversity, rather than avoiding the negative associations (McKay & Avery, 2015). The management of diversity also entails that an organisation and its leaders take a certain stance on diversity, and that employees formulate perspectives on these stances, which in return forms a diversity climate (McKay & Avery, 2015). Certain legislation that promotes the South African diversification process is unique and therefore it may be argued that the South African diversity management landscape is also unique. A typical example why a diversified management environment is considered unique in South Africa is our reference to majorities

and minorities. From a Western perspective minorities refer to mainly Black or employees of Colour, while in the South African context Africans, Coloured and Indian employees are considered as the majority, with White individuals being the minority. To further illustrate how unique South Africa's diversity management landscape is, our labour market is still dominated by South Africa's minorities, namely White employees (Statistics South Africa, 2018). It is these unique diversity management appearances directly related to South Africa that warrant the current investigation in the field of diversity management, especially to provide a non-Western perspective. The following sections will specially focus on diversity climate as a concept in the field of diversity management.

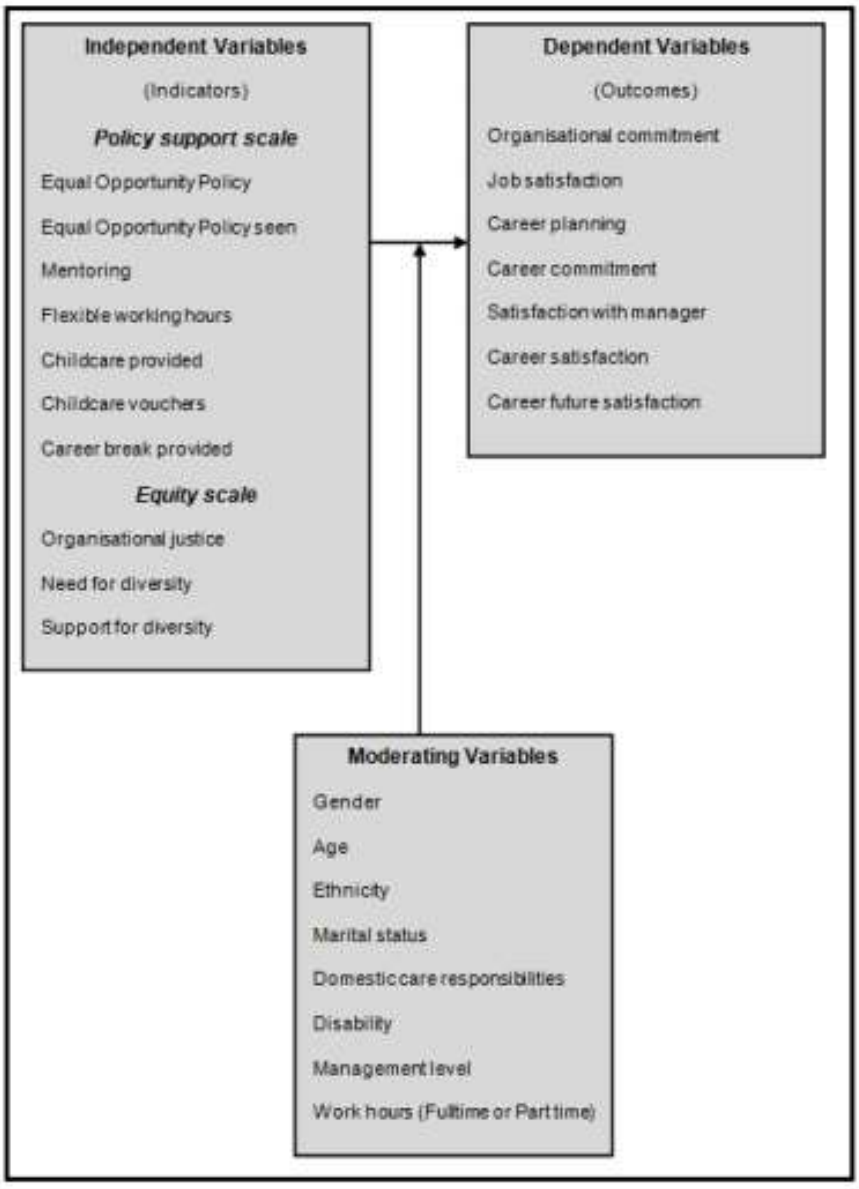
The earliest conceptualisation of diversity climate was conducted by Cox (1994) who developed a framework connecting the human resource diversity and climate of an organisation. Cox (1994) views diversity climate as connecting three different sets of factors. These factors include individual factors, group/intergroup factors and organisational factors (Cox, 1994). The interactional model of cultural diversity (IMCD) as developed by Cox (1994) describes the effects of diversity climate through portraying organisational effectiveness. The model illustrates that diversity climate has direct effects on staff attendance, turnover, productivity and work quality. Figure 1.2 illustrates the IMCD model.



Source: Cox (1994)

Figure 1.2: Interactional model of cultural diversity (IMCD)

Further advances in the concept of diversity climate focused on the antecedents of diversity climate. These antecedents of diversity climate include human resource policies and practices together with the ethnic and gender composition of the organisation (McKay & Avery, 2006). Pugh et al. (2008) stated that the communities establishing an organisation can also impact on the diversity climate of that specific organisation. A model developed by Hicks-Clarke and Iles (2000) established indicators for a positive climate. These indicators include policy support scales and equity support scales. In short, the model by Hicks-Clarke and Iles (2000) suggests that organisations that are able to create equal policies for all staff and have fair organisational justice, demonstrate a need for diversity and support diversity. The organisation should most probably be able to create positive perceptions toward diversity and in return gain advantage from positive outcomes. The model by Hicks-Clark and Iles (2000) is illustrated in Figure 1.3.



Source: Hicks-Clark & Iles (2000)

Figure 1.3: Indicators for a positive diversity climate

As suggested by the definition of diversity climate, it is nothing more than a perception of how committed an organisation is towards managing diversity and valuing diversity. Therefore, it is easy to argue that the actual management of diversity within organisations will have a direct impact on employees' perceptions of the matter. Perception is the way in which something is regarded, understood or interpreted; therefore, diversity climate is the way in which diversity management is regarded or interpreted by employees in that specific organisation.

While the diversity climate of an organisation is dependent on shared perceptions, previous research has distinguished these shared perceptions to either represent an opinion from an individual perspective or a shared employee perspective with regard to organisational policies, procedures and practices in terms of diversity management. Mor Barak et al. (1998) attempted to clarify and distinguish between the two perspectives levels by defining them independently. A personal dimension is regarded as an individual's view and prejudices toward people who are different within the organisation (Mor Barak et al., 1998). More recent research on diversity climates focused on individual or psychological diversity climates. Psychological diversity climate is based on an employee's observations of his or her organisation's policies related to diversity (Madera et al., 2017). The organisational dimension is regarded as management's policies and procedures specifically affecting minorities and women, such as discrimination or preferential treatment in selection and promotion procedures (Mor Barak et al., 1998). While the clarification from Mor Barak et al. (1998) provides insight into the conceptualisation of the individual and organisational levels, researchers should not consider the organisational level of diversity climate as the only reflection on well-formed policies, procedures or practices that affects diversity management, but rather collectively shared perspectives or opinions of employees regarding these policies, procedures and practices an organisation has implemented. The conceptualisation and definition of diversity climate as presented by Mor Barak et al. (1998) were not considered for the present study. The main reasoning behind this decision was based on the argument that South Africa has developed a world renowned Constitution (1996) with well formulated legislation to guide and stimulate diversification. It would therefore be safe to argue that diversity-related organisational policies, procedures and practices implemented in South African organisations are regulated enough to be considered well formulated. The conceptualisation of diversity climate for the present study therefore also explored alternative definitions and conceptualisation directions that took into consideration this stimulated diversification process of South Africa which would naturally also include acculturation.

With reference to the preceding paragraph, the present study investigated and considered the explanation from Hofhuis et al. (2012). According to Hofhuis et al. (2012), a diversity climate can be considered as "the degree to which an organizational climate facilitates the presence of cultural differences, and views this diversity as a positive asset" (p 969). Due to South Africa's unique past of segregation and the widely known efforts towards correcting

imbalances, the definition of diversity climate as proposed by Hofhuis et al. (2012) presented a better fit for the present study.

The conceptualisation of Hofhuis et al. (2012) is pinned against the clarification of the concept provided by Cox (1994) and Luijters et al. (2008) who explained that diversity climate consists of two concepts, namely openness and an appreciation of diversity. According to Luijters et al. (2008), openness to diversity is imitated in the possibility for an individual to choose his or her own work style and maintain important cultural habits even if those habits may be completely different from what is considered to be normal. An important underlying aspect with regard to openness of diversity is the capability of employees to communicate about differences and, more importantly, to communicate about potential problems that may possibly arise from these differences (Luijters et al., 2008). An appreciation of diversity is a climate section that refers to a sense of value in diversity within an organisation, which would include employees who consider diversity as a benefit, rather than a frustration (Avery et al., 2007). Consequently, Hofhuis et al. (2012) state that the combination of openness and appreciation creates the diversity climate of an organisation and that a constructive diversity climate would minimise employees who categorise themselves based on cultural similarities and decrease barriers between majority and minority members.

While the Hofhuis et al. (2012) conceptualisation of diversity climate is considered as very relevant to a South African environment, it would be imperative to also consider alternative views of diversity climate in order to facilitate further understanding and clarification of the concept. Researchers have also explained that an organisation's diversity climate can be influenced by the organisation's historical legacy of inclusion or exclusion of minorities. The structural diversity of staff, psychological perceptions of race and behavioural dimensions across diverse groups are also considered as factors that can influence the diversity climate of an organisation (Price et al., 2004). Diversity climates can therefore also be considered in mainstream research as the shared perceptions of the policies and practices that indicate to what extent the organisation is committed to eliminating discrimination and to valuing diversity (Pugh et al., 2008). This is similar to McKay et al. (2008) who defined diversity climate as the "degree to which a firm advocates fair human resource policies and socially integrates underrepresented employees" (p. 352). McKay et al. (2008) further explain that "diversity climate entails how social context is affected by group membership, as manifested in various forms of demographic differences" (p. 352).

Therefore, taking into consideration the preceding paragraphs, the present study considered diversity climate as a representation of employee perceptions on how well the organisation is able to create openness and an appreciation of diversity through its formulated diversity management-related policies, practices and procedures. The following section is dedicated to the proposed antecedent of the present study, namely leadership.

1.1.2 Leadership

It is agreed that leadership is about influencing, motivating, and enabling others to contribute toward the effectiveness and success of the organisations of which they are members (Mcshane & Von Glinow, 2015). Within literature, a wide range of leadership styles have been defined; these styles include activist, laid-back, ambivalent, analytical, autocratic, transformational, transactional, authentic, ethical, charismatic, and laissez-fair leadership.

The current study focused on transformational leadership, servant leadership and autocratic leadership as a form of destructive leadership. The primary argument for selecting these forms of leadership was based on the known challenge that South African organisations demonstrate signs of both Afrocentric and Eurocentric leadership styles. Afrocentric leadership values the concept of Ubuntu (collective person-hood and collective morality), while Eurocentric leadership is more congruent and directive (Feldman & Msibi, 2014). The test for South African organisations is that the Eurocentric leadership style is still very dominant and this type of leadership does not take into account cultural archetypes (Feldman & Msibi, 2014). It is not the aim of the present study to attempt to demonstrate the similarities between transformational leadership, servant leadership, autocratic leadership, and Afrocentric and Eurocentric leadership styles, but rather to emphasise that South Africa demonstrates unique leadership observations and the investigations of leadership within organisations should preferably include more than one traditional leadership assessment. This notion is confirmed in the view of Chin et al. (2016), that traditional leadership theories should be re-examined in diverse organisations. It would therefore be important to investigate more than one leadership style in order to facilitate a clear understanding of leadership within diverse South African organisations, which would include both positive and negative forms of leadership.

Supplementary to the argument stated above to also include an inferior form of leadership is the Full Range Leadership model from Avolio and Bass (2004) who also depicted an effective leadership as opposed to an ineffective leadership style. According to the model

presented by Avolio and Bass (2004), the forms of leadership commonly used by managers include transformational, transactional and laissez-faire leadership. The Full Range Leadership model further illustrates a passive versus active form of leadership, as well as the more effective against the rather ineffective forms. The laissez-faire leadership model is typical for managers who avoid involvement. It is passive, avoidant and ineffective. Transactional leadership in its passive form entails waiting for mistakes to happen before a manager would take a decision. This form of leadership is also known as management-by-exception passive and is regarded as part of the passive or avoidant leadership style. The active form of either management-by-exception active or alternatively known as the contingent reward leadership style, involves a close monitoring of behaviour and actively setting standards and corrections. The transformational leadership form as described in the Full Range Leadership model focuses much more on merely rewarding individuals or correcting behaviour; it builds trust, encourages integrity and innovation, and coaches' individuals (Avolio & Bass, 2004).

Consequently, the inclusion of positive forms of leadership, for example transformational and servant leadership, would seem to be an appropriate selection; yet rather incomplete if a poorer form of leadership is ignored. A re-examination of traditional leadership styles in diverse settings should advisably also include a poorer form of leadership as this would add value to the current investigation and further justify the call from Chin et al. (2016). The inclusion of poorer leadership is becoming more popular in diversity-related studies, especially due to its associated disadvantages (Schyns & Schilling, 2013).

For the purpose of this study, the following section will discuss transformational, servant, and autocratic leadership as a form of destructive leadership.

1.1.2.1 Transformational Leadership

Transformational leaders are considered as the representatives of change; they are also individuals that can motivate and direct employees towards a new set of corporate values and behaviours (McShane & Von Glinow, 2015). Odumera and Ifeanyi (2013) have confirmed that a transformational leader is directed towards the attention and developmental needs of the individual; transformational leaders change the mindfulness of their followers and assist them to view problems from a new perspective. Transformational leaders also serve as role models who help followers develop their own potential (Colquitt et al., 2011). Colquitt et al. (2011) describe transformational leadership as "the ability for a leader to inspire followers to

commit to a shared vision that provides meaning to any employee's daily work" (p. 496). According to Podsakoff et al. (1990), transformational leadership is a multidimensional variable and they suggested at least six key behaviours associated with transformational leadership. These transformational variables include identifying and articulating a vision, providing an appropriate model, fostering the acceptance of group goals, high performance expectations, providing individualised support, and intellectual stimulation.

In addition to the view of Podsakoff et al. (1990) in terms of transformational leadership, Isaksen and Tidd (2006) explained that transformational leaders formulate, define and restate the overall values, vision and mission, and strategic direction, and empower and mobilise commitment to new directions. Taking into consideration the efforts of South African organisations to intentionally diversify, the view of Isaksen and Tidd (2006) in terms of transformational leadership is an important leadership perspective for the present study, especially if organisations adopt diversification strategies as a new direction. According to Yukl (2006), transformational leadership also appeals to the moral value of followers in an effort to advance their consciousness about ethical matters and to activate their energy and resources in order to improve organisations. The present study further considers these organisational improvements as described by Yukl (2006) in the South African context as establishing organisations that fairly represent the South African demographical environment as a direct result of the corrective strategies and legislation implemented in South African organisations.

1.1.2.2 Servant Leadership

Servant leadership has recently been rediscovered (Van Dierendonck & Nuijten, 2011) and is currently attracting renewed interest among researchers and managers (Reed et al., 2011). Servant leadership was originally proposed by Greenleaf (1977), who described servant leadership in principle as a service to followers. Greenleaf further suggested that great leaders are firstly considered as a servant (Greenleaf, 1977). A servant is also as an individual who assumes the position of a steward and holds trust in the organisation (Reinke, 2004). In reality this translates to servant leaders going beyond self-interest. Servant leaders are also motivated by something more important than the need for power, namely the need to serve (Luthans & Avolio, 2003). According to Hale and Fields (2007), servant leadership is "an understanding and practice of leadership that places the good of those led over the self-interest of the leader, emphasizing leader behaviours that focus on follower development, and

de-emphasizing glorification of the leader (p. 397). Servant leadership also places a high value on moral behaviour, protecting followers from leaders who act in self-gain or selfishness (Liden et al., 2008). Servant leaders also demonstrate the ability to recognise their moral responsibility towards the success of the organisation as well as the success of their subordinates, the organisation's clients and any other interested party (Ehrhart, 2004). These views of moral behaviour from Liden et al. (2008) and moral responsibility from Ehrhart (2004) in relation to servant leadership are an important aspect for South African organisations. Current widespread reported corruption, misuse of public funds and activities for self-gain further justify why the selection of servant leadership in a 2019 study should be considered relevant.

In addition to the views of Spears (2010), Reed et al. (2011) considered servant leadership as a combination of interpersonal support, building community, altruism, egalitarianism and moral integrity. The conceptualisation of servant leadership by Reed et al. (2011) was largely placed in context with ethical leadership. Reed et al. (2011) specifically cited that modern organisations are regularly part of scandals which in return raise questions in terms of the specific organisation's leadership. It is against this backdrop that the present study pursued the conceptualisation of servant leadership as followed by Reed et al. (2011), due to well-known problems and scandals associated with South African organisations that are regularly reported in mainstream South African media.

Alternative conceptual routes of servant leadership which were not considered by the present study include research by Spears (2010). According to Spears (2010), servant leaders display ten essential characteristics, which include the following: Listening, empathy, healing, awareness, persuasion, conceptualisation, foresight, stewardship, commitment to the growth of the people, and building community.

1.1.2.3 Destructive Leadership – Autocratic Leadership

According to literature, destructive leadership can be considered as an organised practice by a leader that produces undesired negative effects on an organisation´s goals, tasks, resources, and effectiveness, and/or the motivation, well-being, or job satisfaction of his or her subordinates (Einarsen, Aasland, & Skogstad, 2007). While destructive leadership can take on several forms, researchers have identified several behaviours associated with destructive leaderships. These behaviours associated with destructive leadership, amongst others, include autocratic leadership, poor communication, inability to effectively deal with social

relationships, poor ethics or integrity, inconsistent erratic behaviour, micromanagement, excessive political behaviour and poor strategic skills (Arevena, 2017). For the purpose of this study, the focus will be on autocratic leadership as a form of destructive leadership. Arevena (2017) also found significant evidence to suggest followers consider autocratic leadership as an important behaviour in terms of destructive leadership.

The basic assumption of an autocratic leader is that all people are naturally lazy, irresponsible and untrustworthy (Puni et al., 2014). A typical autocratic leader believes that tasks such as planning, organising and controlling will not yield positive outcomes if left to subordinates, and that such functions should only be completed by the leader itself (Puni et al., 2014). It has also been documented that a person with a dominant autocratic leadership style makes decisions alone and will typically not ask for any opinions or suggestions from employees in their work-related group (Colquitt et al., 2011). In most cases employees or subordinates will provide information that the leader needs, but are not asked to generate or evaluate potential solutions; in some cases, employees will not even be told about decisions that were made (Colquitt et al., 2011).

According to Bass (1990), autocratic leadership may affect followers to such an extent that employee morale may be lower, job satisfaction would diminish and, in return, increase levels of stress and eventually employee turnover. Autocratic leadership has also been associated with group members voluntarily exiting a group and removing their expertise and contributions (Van Vugt et al., 2004). Although it might seem that an autocratic leadership style is negative, some researchers have suggested that the most effective solution to group conflict is to exhibit an autocratic leadership style (Van Vugt et al., 2004). There are also certain organisations that choose to make use of autocratic leadership in order to function. Autocratic leadership has been associated with occupations requiring increased levels of discipline, authority and quicker decisions on volatile situations, for example military and police settings (Harms et al., 2018). The necessity for a type of leadership limiting employee involvement or environments where not enough time for consultation is available is typically associated with autocratic leadership (Hoel, Glasø, Hetland, Cooper, & Einarsen, 2008). However, such environments are not restricted to only the military or police settings, for example emergency situations requiring quick decision making (Vroom, 2003) and situations that require turnaround or working with problematic employees (Goleman, 2000).

The opposing view that autocratic leadership might be required in certain situations is especially relevant to the current study, especially for organisations and environments experiencing diversification. Research has shown that increased diversity can be a source of conflict (Jayne & Dipboye, 2004). It is expected that South African organisations will further stimulate diversification and as a result may experience increased conflict situations. This view would leave South African organisations with a dilemma. Do you disregard and attempt to minimise autocratic leadership to improve employee outcomes such as organisational commitment and job satisfaction or do you apply this type of leadership in order to manage and minimise conflict at the expense of improved employee outcomes? It would therefore be valuable to examine autocratic leadership as a form of destructive leadership in relation to diversity climate in order to establish the current condition of the autocratic leadership and diversity climate connotation. It is not the aim of the current examination to reduce or marginalise destructive leadership to only autocratic leadership, as destructive leadership might also be portrayed in several other behaviours, but to rather consider autocratic leadership as one of the forms of destructive leadership. Specific attention was given to autocratic leadership due to its relevance in certain diversity-related environments and situations.

Therefore, the present study considered autocratic leadership as one of the forms of destructive leadership which displays a style of leadership where there is no option for employee involvement in a decision-making process and where such participation is considered unnecessary (Hoel et al., 2010). According to Harms et al. (2018), the study of autocratic leadership would not be justified when researchers continue to make use of previously developed assessments of autocratic leadership; they suggest that researchers develop new measurements. Therefore, as a further contribution towards current autocratic leadership literature, the present study aims to develop and administer a measurement for autocratic leadership within a South African sample group.

1.1.3 Employee Attitudes

The study acknowledges that employees can possibly demonstrate several attitudes or outcomes due to experiences within organisations. The present study focused on job satisfaction, organisational commitment and intention to quit. These selections were based on previous diversity climate models and conceptualisations which overlapped these employee attitudes and outcomes. Additionally, the selected employee attitudes demonstrated proven

organisational benefits that are frequently associated with these employee attitudes or outcomes. The following section is therefore dedicated towards briefly viewing job satisfaction, organisational commitment and intention to quit, including further clarification of and justification for selecting these outcome variables in the present study.

1.1.3.1 Job Satisfaction

According to Colquitt et al. (2011), job satisfaction can be defined as a pleasurable emotional state resulting from the appraisal of one's job or job experiences. In more simple terms, job satisfaction entails how an individual "feels" about and thinks of his or her job (Colquitt et al., 2011). According to Peng (2014), job satisfaction is multi-layered by nature; these facets can be classified into two dimensions, namely intrinsic and extrinsic satisfaction. Intrinsic satisfaction is more related to the employee's job content, such as autonomy, variety of skills, supervision, and degree of responsibility (Chatzoglou et al., 2011). Intrinsic sources of satisfaction also comprise qualitative attributes of a certain job. Extrinsic satisfaction is associated with the work environment, for example, incentives, rewards, promotion opportunities, safety, and acceptable working hours (Chatzoglou et al., 2011). Extrinsic satisfaction hinge on on more tangible factors like compensation or working conditions, but however affects an employee's internal motivation (Peng, 2014).

According to Singh and Dubey (2011), job satisfaction could provide several benefits towards organisational outcomes. The majority of research on job satisfaction research indicates that job satisfaction could be considered as an accurate determinant of absenteeism, turnover, in-role job performance and extra-role behaviours (Oshagbemi, 2003). According to Coetsee (2002), lower levels of job satisfaction can also be directly associated with high employee turnover and high absenteeism. Lower levels of job satisfaction that eventually lead to employees exiting their current occupations also impact organisational costs due to the high costs associated with replacing employees (Burney & Swanson, 2010). It is evident that job satisfaction has a direct relation to employee turnover and could eventually lead to higher replacement costs. Research has further indicated that increased levels of job satisfaction are also associated with employees that are more productive and could therefore improve organisational performance (Sarker et al., 2003). It would therefore seem safe to argue that the creation of overall job satisfaction provides managerial advantages for organisations in the form of lower replacement costs, increased performance and commitment. Empirical examinations from a diverse South African sample group on how job satisfaction is related to

proposed leadership styles and diversity climate would add value to the current knowledge of job satisfaction, providing managers with the necessary knowledge on how these situations are associated. With such knowledge, interventions can be designed to perhaps enhance job satisfaction and eventually also benefit on an organisational level.

1.1.3.2 Organisational Commitment

An employee is considered a contender for commitment when the employee demonstrates emotional attachment to, identification with, and involvement in a particular organisation (McShane & Von Glinow, 2015). Collquit et al. (2011) further explain that organisational commitment is an employee's desire to remain a member of the organisation; the particular employee would usually portray a strong feeling towards a specific aspect of the organisation. Organisational commitment is further viewed as an employee's recognition of organisational goals and his or her enthusiasm to exert effort on behalf of the organisation (Miller & Lee, 2001), and has been central in several human resource studies, mainly due to the associated benefits and impact on organisational performance (Mendes & Jesus, 2018).

Organisational commitment can take on three distinctive forms, namely continuance, normative or affective commitment (Allen & Meyer, 1990). Affective commitment refers to an individual's emotional attachment to, identification with, and involvement in the organisation. Employees who demonstrate high levels of affective organisational commitment will stay with the organisation due to a personal intention not to part with the organisation. Employees who are affectively committed towards an organisation are considered as demonstrating a sense of belonging and identification that increases their involvement with organisational activities (Meyer & Allen, 1991). Among all the forms of organisational commitment, affective commitment has received the most attention among scholars (Albrecht, Bakker, Gruman, Macey, & Saks, 2015).

Continuance commitment is regarded as a situation where an employee stays with his or her current employers due to high costs related to the change of employment. Employees might also not have any alternative or similar choices in terms of employment and would then stay with their current employer (Meyer & Allen, 1991). Normative commitment refers to employees that demonstrate internal loyalty towards the organisation. They also believe their departure from the organisation would be considered disastrous for both the organisation and fellow employees (Meyer & Allen, 1991).

General positive consequences associated with organisational commitment include job satisfaction (Chughtai & Zafar, 2006), motivation (Mathieu & Zajac, 1990), and organisational performance in the form of financial results (Abdul Rashid, Sambasivan, & Johari, 2003). Consequently, managers and decision makers would benefit from creating environments that represent employees who are committed to their current organisation. Arguably, these managers or decision makers would then further benefit from additional information on factors that can contribute towards organisational commitment. The present study will aim to provide such information by examining the relationship between selected leadership styles in relation to organisational commitment; also the relation between diversity climate and organisational commitment as represented by a South African-based sample group.

1.1.3.3 Intention to Quit

The earliest research on diversity climate found that diversity climate demonstrates the potential to effect a reduction on employees' intention to quit their current occupation. The study considered "an intention to quit" as a worker's intention to leave his or her present organisation (Cho, Johanson, & Guchait, 2009). Additionally, it is important to note that an intention to quit is considered as the final movement in the withdrawal reasoning process (Cho et al., 2009). According to Boshoff, Van Wyk, Hoole, and Owen (2002), the intention to quit commences with the valuation by individuals of their current situation, from which they progress through additional phases until they arrive at the intention to quit; the eventual result of which can be a decision to leave the organisation. An employee's intention to leave refers to an employee's perception rather than behaviour and is considered as a thoughtful stage connecting the attitudinal element of job satisfaction with the interactive component of turnover (Alexander, Lichtenstein, Oh, & Ullman, 1998).

The benefits for an organisation that is able to minimise and reduce these intentions to quit emotions are also attractive. Naturally, organisations and leaders would prefer employees to demonstrate less feelings of exiting their current employment as this reduction will accurately indicate higher levels of organisational commitment and job satisfaction (Tarigan & Ariani, 2015). From an organisational perspective, a decrease in feelings of "intention to quit" should also result in a reduction of replacement costs (Mai, Ellis, Christian, & Porter, 2016). South African organisations are also particularly interested in reducing these feelings of intention to leave as the reduction has been associated with increased levels of job satisfaction (Pienaar,

Sieberhagen, & Mostert, 2007). Due to these associated benefits, it could be argued that managers would naturally seek to create an environment that would decrease or even eliminate intention to quit behaviours. Managers would therefore benefit from additional information and knowledge on situations and environments that are associated with lower levels of intention to quit. The present study aims to provide such information by examining intention to quit in relation to leadership and diversity climate from a selection of Gauteng-based South African organisations.

1.1.4 Leadership, Diversity Climate and Employee Attitudes

The following section is dedicated to previous findings on how leadership, as considered in this study, is related to diversity climate and employee attitudes.

1.1.4.1 Leadership and Diversity Climate

Although it has been recorded that leadership is one of the most comprehensively researched social influence processes in the behavioural sciences (Parris & Peachy, 2013), research on the relationship with diversity climate is limited. This is not surprising as research on the diversity climate theme itself is also relatively scarce (Pugh et al., 2008). Leadership plays an important role in augmenting diversity outcomes, especially in supporting a climate respectful of differences, as well as affirming the fundamental worthiness of diverse employees (Gotsis & Grimani, 2016). The following section is dedicated to previous investigations that specifically examined transformational leadership, servant leadership, and destructive leadership (autocratic leadership) in relation to diversity climate.

It is highly likely that diversity would further increase (Fullerton & Toosi, 2001) and therefore the importance of transformational leadership, as a means of unlocking potential, is also likely to increase (Kearny & Gebert, 2009). Although Ng and Sears (2011) indicated that "good diversity practices" are also strongly associated with transformational leadership, it is important for organisations to recognise "transformational leadership as a strategy that can be specifically tailored to the challenge of managing diversity" (Kearny & Gebert, 2009, p. 87). As stated previously, transformational leaders are considered as the change agents who energise and direct employees towards a new set of corporate values and behaviours (McShane & Von Glinow, 2015). It is the argument of this study that this new set of corporate values and behaviours can also take on the form of inclusivity and an appreciation of diversity; and that transformational leadership could possibly be used to direct an organisation towards effective diversity management.

It was specifically the study by Taylor (2015) that found evidence to indicate that transformational leadership would have a direct effect on diversity climate. Based on these theoretical associations between transformational leadership and managing diversity, the study considered transformational leadership as one of the leadership styles under investigation. Such an examination of the association between transformational leadership and diversity climate, from a non-Western perspective, would therefore contribute towards the views that transformational leadership is an important form of leadership in relation to diversity matters.

In terms of servant leadership, authors such as Gotsis and Grimani (2016) and van Dierendonck and Nuijten (2011) have demonstrated that servant leadership is highly associated with cultures and climates for inclusion. Gotsis and Grimani (2016) explain servant leadership as one of the leadership styles that might be of a "particular interest to the endeavour of nurturing inclusive climates" (p. 985). Servant leaders will typically motivate and encourage equitable and socially responsible practices, as well as interventions that will decrease tensions between subgroups, which are in turn expected to encourage followers' feelings of belongingness (Gotsis & Grimani, 2016). The present study was attracted by this view of Gotsis and Grimani (2016) and therefore found it worthy to investigate servant leadership in relation to diversity climate as considered in the present study. Such an investigation would either provide a form of justification or dismissal of the Gotsis and Gramani (2016) view. One should also keep in mind that the Gotsis and Gramani (2016) view is based on a Western or first-world perspective which therefore creates an additional opportunity for a non-Western, South African perspective to contribute towards these servant leadership and diversity management-related associations.

Although the positive associations between diversity and conducive leadership are well recorded, it is the "darker" side or specifically destructive leadership that is making sound advances in the field of diversity. It is especially the investigations of the actual occurrence of destructive leaders and the cost related to such a form of leadership that have both researchers and organisations captivated (Schyns & Schilling, 2013). The concerns associated with destructive leadership include leader-related, job-related, organisational- related, and individual follower-related concepts (Schyns & Schilling, 2013). A destructive leader will find it difficult to create a situation where followers would eventually "follow" and, in return, the damaging leader would find it difficult to create positive subordinate attitudes towards their employment (Schyns & Schilling, 2013). In terms of autocratic leadership and diversity

climate, research has indicated that destructive leadership would negatively affect individual attitudes and the organisation would ultimately also "suffer" due to these negative attitudes (Schyns & Schilling, 2013). As previously indicated, autocratic leadership is considered a form of destructive leadership (Arevena, 2017).

1.1.4.2 Leadership and Employee Attitudes

It has been stated that transformational leaders also assist as role models who help followers develop their own potential, changing their outlook on traditional problems (Colquitt et al., 2011). Consequently, it is not surprising that transformational leadership has not only demonstrated the ability to prevent employees from forming intention to leave thoughts, but also encourage a collaborative culture (Sun & Wang, 2017). It would therefore seem natural for transformational leadership to also contribute towards a general observation of employee commitment (Walumbwa & Lawler, 2003).

From a diverse international perspective, Holten et al. (2018) found that perceptions with regard to transformational leadership did not change between immigrants and natives in their study. However, Holten et al. (2018) found that universality pertaining to job satisfaction as an outcome of transformational leadership could not be determined. While transformational leadership demonstrated predictor characteristics for job satisfaction for the native group, the same predictor characteristics could not be found for the immigrants (Holten et al., 2018). According to Oluwatosin and Abiodum (2017), transformational leadership characteristics were visibly present during an examination of leaders in the health sector of an African country. These leaders demonstrated idealized influence, inspirational motivation, intellectual stimulation and individual consideration in relating with their subordinates (Oluwatosin & Abiodum, 2017). They went on to emphasise that these findings should be considered as being positive for the respective African country, especially due to the positive relationship between transformational leadership and job satisfaction (Oluwatosin & Abiodum, 2017).

In terms of servant leadership and employee attitudes, literature indicates that there is enough evidence that servant leadership improves individual and team level effectiveness (Hu & Liden, 2011). According to Carter and Baghurst (2014), servant leadership has the potential to improve employee engagement, while Liden et al. (2008) confirmed the relationship of servant leadership with organisational commitment. From a wellbeing perspective, reduction of burnout and turnover intentions has been associated with servant leadership; therefore servant leadership has a positive influence on individuals (Hunter et al., 2013). Chan and

Mak (2014) found evidence in their study to indicate that servant leadership behaviour was also strongly and positively associated with subordinates' trust in their leader and job satisfaction only for short-tenure subordinates, "implying that managers should differentiate leader tactics accordingly" (p. 280). Servant leadership has also been proven to assist organisations with directing employees to participate in extra role behaviours, also known as organisational citizenship behaviour (Majeed, Ramayah, Mustamil, & Jamshed, 2018).

In terms of autocratic leadership and employee attitudes, previous research has also indicated that prolonged exposure to an autocratic leadership style as a component of destructive leadership can lead to negative organisational outcomes, affecting employee commitment (Sorenson, 2000). According to Van Vugt et al. (2004), group members that are exposed to an autocratic leadership style are more likely to withdraw their contributions and exit. Research has further indicated that destructive leadership would negatively affect individual attitudes and the organisation would ultimately also "suffer" due to these negative attitudes (Schyns & Schilling, 2013). Findings from Schyns and Schilling (2013) also indicated close associations between destructive leadership and employees' turnover intentions. Employees that develop negative attitudes towards their supervisors due to a form of destructive leadership are likely to develop negative attitudes towards their employed organisations and, in return, may develop counterproductive behaviours (Schyns & Schilling, 2013). These counterproductive behaviours and negative attitudes towards the organisation may eventually lead to an increase in followers' intent to leave (Van dick, Stellmacher, Wagner, Ahlswede, & Grubba, 2004). According to Bass (1990), autocratic leadership may affect followers to such an extent that employee morale and job satisfaction would be lower and, in return, increase levels of stress and eventually employee turnover. Autocratic leadership has also been associated with group members voluntarily exiting a group and removing their expertise and contributions (Van Vugt et al., 2004).

1.1.4.3 Diversity Climate and Employee Attitudes

It is evident in the previous paragraphs that leadership plays an integral role in the realisation of positive employee attitudes and minimising any possible undesirable employee attitudes. In terms of the proposed theoretical model, it would then also be important to expand the examination and explore previous literature findings on diversity climate in relation to employee attitudes.

Positive consequences for organisations that embrace and strategically manage diversity include several organisational and employee benefits (Joubert, 2017). Employees, who are receptive towards diversity and especially the effective management of diversity, are more inclined to also consider their organisation's overall performance as positive. The associated advantages of increased diversity include increased sales performance (Richard, Stewart, McKay, & Sacket, 2017), organisational commitment, and job satisfaction (Hicks-Clarke & Iles, 2000).

According to the IMCD by Cox (1994), the advantages associated with a diversity climate from an employee perspective include job and career satisfaction, organisational commitment, job involvement, job performance ratings, compensation, promotion, and mobility rates (Cox, 1994). From an organisational perspective, advantages include increased attendance, turnover, productivity, work quality, recruiting success, creativity and innovation, work group cohesiveness and communications, market share, profitability, and achievement of formal organisational goals (Cox, 1994). From a pure diversity climate perspective, the present study has an opportunity to contribute towards previous international research by testing the proposed employee attitudes in relation to diversity climate. As previously explained, South Africa has a unique diversity environment with unique challenges and might therefore not produce similar results compared to Western samples.

1.2 PROBLEM STATEMENT

Scholars have indicated that South Africa will need managers that are better prepared regarding diversity, especially due to South Africa's distinctive history (Denton & Vloeberghs, 2003). Unfortunately, the slow improvement towards redressing imbalances created by South Africa's unique history is also a reality, which might pose a management problem in itself. According to a recent labour force report, the South African workforce is still dominated by large groups of males (totalling 49% of the employed population compared to 38% females), Whites (65% of total employed population compared to 40.5% for the African group; 50% for the Coloured; and 55% for the Indian/Asian group) (Statistics South Africa, 2018). On closer inspection of the current South African labour statistics, one cannot ignore the dominance of selected demographical groups in the South African labour force. It might be that this dominance also invites negative organisational observations especially towards gender and racial discrimination that is regrettably still witnessed in South African organisations (Jaga et al., 2017). South African researchers have also stated that racial stereotypes are still widespread among all four South African race groups (African, White,

Indian and Coloured) (Durrheim & Talbot, 2012). These witnessed stereotypes were not restricted to race, but also included gender stereotypes, especially between individuals occupying managerial positions (Booysen & Nkomo, 2010). Perhaps what is required in combination with leadership to eliminate negative associations of diversification and South Africa's unique situation, is effective and efficient diversity management.

Well managed organisational diversity is important for organisational competitiveness (Richard et al., 2004). Before any diversity management intervention can be designed or implemented, a manager would require relevant information on the status quo of the organisation's efforts towards diversity management (Mor Barak, 2015). With the understanding that diversity climate is also considered as employees' shared perceptions regarding the policies and practices of an organisation pertaining to eliminating discrimination and improving inclusiveness, a closer look at these policies and practices is nothing less than a normal managerial tool used by organisations to manage a certain aspect; in the case of this study, it is diversity. Therefore, diversity climate is a fundamental element regarding diversity management (Virick & Greer, 2012).

The diversity challenge faced by South African organisations can be directly associated with a lack of information on the success of their diversity management interventions (Joubert, 2017). Consequently, South African managers would require up to date information on their current efforts towards promoting diversity and inclusivity in order to design and implement diversity-related improvements (Joubert, 2017). While Joubert (2017) implemented a successful qualitative approach in order to obtain a better understanding of diversity management, it seems there is a research gap in terms of providing empirical evidence. An empirical assessment of the status of the South African diversity climate aims at filling this research gap.

It seems evident from literature that differences within the organisation should be managed thoroughly in order to fully benefit from diverse work environments. It would therefore be imperative to further analyse what factors might lead to difficulties when managing diverse organisations, as these situations in terms of different diversity perspectives might be detrimental to the organisation.

The distinctive history of South Africa with the founding of a democratic government in 1994 has seen South Africa develop unique legislative and policy interventions aimed at restoring imbalances (Jackson, van der Vijver, & Molokoane, 2012). Assessing the realisation of these

diversification interventions creates a picture of slow progress. A recent quarterly labour force survey confirmed that the South African labour force is still dominated by males; designated groups (African, Coloured, Indian, disabled, and women) are still under represented, including remuneration disparities (Statistics South Africa, 2018). This slow progress and dominance of certain demographic groups contribute towards the concerns of organisations that wish to benefit from a constructive diversity climate. McKay et al. (2008) explain that "diversity climate entails how social context is affected by group membership, as manifested in various forms of demographic differences". The identities of individuals are complex, especially deriving from group membership, self-appraisals, and interpersonal encounters. Therefore, multidimensional studies are required in order to contribute towards the body of knowledge in terms of diversity (Roberson, Ryan, & Ragins, 2017).

The social identity theory entails that team members sharing heterogeneous social characteristics may find it more difficult to fully integrate their diverse backgrounds, values, norms, and collaboration and may therefore create cohesion problems for organisations that wish to benefit from a more diverse workforce (Jehn et al., 1999). In short, the social identity theory suggests that individuals sharing the same social identity will feel much more comfortable working with one another; they tend to trust one another more and will cooperate better (Jehn et al., 1999).

The conceptualisation by Hofhuis et al. (2012) regarding diversity climate clearly indicates that a poor diversity climate would see the formation of cultural groupings and the creation of a social obstacle between majorities and minorities. This is mainly due to the fault line theory (Lau & Murningham, 1998), where individuals and members of groups are inclined to form subgroups based on common demographic attributes, e.g., subgroups based on attributes such as gender, age and race. Eventually these individuals form strong allegiances towards their subgroups rather than the larger group (Lau & Murningham, 1998). The danger and challenge with such a scenario might be that an organisation could have developed perfect policies, processes, practices and procedures pertaining to diversity management, whilst certain groups may still hold a biased opinion. In the South African context, this is very much a reality. Durrheim (2010) postulated that policies aimed at correcting imbalances in employment will be viewed more positively by the group that had the most to gain. From a South African perspective, policy and legislative interventions are aimed at promoting underrepresented groups (Africans, Coloured, Indians, women, and people with disabilities). One would then expect the underrepresented groups to view diversity-related matters more positively. This

has not been the case, with previous research indicating the White group documented more positive experiences relating to diversity-associated interventions when compared to non-White groups (Jackson, Van der Vijver, & Ali, 2012).

Leslie (2017) suggests that subgroups - especially formed on race - would have considerable negative consequences on organisational performance; therefore, such a situation should rather be avoided. Mor Barak et al, (1998) found some of the earliest evidence of subcultures in diversity climate studies with especially minority groups (African-American) and females reporting statistical differences in diversity perceptions. An inclusion study from Mor Barak and Levin (2002) confirmed their earlier findings, with results suggesting that minorities and females continue to feel excluded. Kundu and Mor (2017) support the notion of Mor Barak and Levin (2002) and suggested receptivity towards diversity management is also statistically different amongst gender groups. It was specifically males that demonstrated more constructive perceptions towards organisational diversity and managerial effectiveness towards diversity compared to females (Kundu & Mor, 2017).

It is widely known that an African environment requires more research and understanding due to several subcultures, diverse ethnic groups and challenges associated with these differences (George et al., 2016). Managerial research from Africa has the opportunity to contribute with empirical evidence towards the improvement of organisational leaders and policy makers (George et al., 2016). South Africa's unique diversity challenges, coupled with concerns about the fault line theory and social identity theory create research opportunities that can contribute towards diversity climate literature. It is therefore imperative for the present study to examine which factors might precede a diversity climate in order to facilitate a better understanding of how to improve a collective diversity climate and to ultimately benefit from the positive outputs associated with such a conducive diversity climate.

1.2.1 Antecedents and Outcomes of Diversity Climate

Literature has clearly marked that diversity climate can provide both positive and negative outcomes for both the employee and the organisation, and, in order to fully benefit from a conducive diversity climate, organisations and leadership should effectively manage diversity in order to minimise group formations. A critical question arises: What is required to benefit from the associated advantages of diversity climate and at the same time minimise negative associations? The answer could perhaps be found in leadership. Leadership has been recognised as an important predictor of materialised benefits associated with diversity

(Wieland, 2004). Chin et al. (2016) investigated diversity leadership and established four competencies that are considered important for effective leadership. These competencies include leveraging personal and social identities; utilizing a global and diverse mind set; leveraging community and organisational contexts; and promoting a diversity-supportive and inclusive climate. Another intriguing questions arises. Firstly, what type of leadership is required to enhance diversity climate in order to benefit from its associated advantages, and, secondly, which type of leadership style would contribute the most to enhancing the diversity climate?

McCuistion et al. (2003) denoted challenges in achieving inclusion through the commitment of increased diversity. These challenges include leadership issues, single work ethic challenges, workplace authority, mentoring, new work configurations and work-life balance (McCuistion et al., 2003). Leadership is one of the most comprehensively researched social effect processes in the behavioural sciences (Parris & Peachy, 2013). It is apparent that leadership is required to materialise the associated benefits of diversity and to create an environment where organisations can capitalise on these diversity benefits. However, an unanswered question remains, namely which type of leadership theory in conjunction with diversity climate should be re-examined? It is known that South African organisations demonstrate signs of both Afrocentric and Eurocentric leadership styles and that Eurocentric leadership remains very dominant. It is therefore important to investigate more than one leadership style in order to facilitate a clear understanding of the leadership and diversity climate association within diverse South African organisations.

Gotsis and Grimani (2016) called on researchers to study the effect of servant leadership on inclusion and then compare the results with other forms of leadership. While it is also likely that diversity will increase in the near future (Fullerton & Toosi, 2001), the importance of transformational leadership to unlock the full potential of diverse teams will also increase (Kearny & Gebert, 2009). It is important that organisations recognise transformational leadership as a strategy that can specifically be tailored to the challenge of managing diversity (Kearny & Gebert, 2009).

In terms of the destructive form of leadership, specific consideration was given to autocratic leadership due to its close resemblance and association with stereotyping (Stelter, 2002). Climates for diversity that have been considered toxic, demonstrate signs of prejudice, stereotyping, cultural differences and even ethnocentrism (Cox, 1993). The suggestions by Cox (1993) would then perhaps stimulate interventions from organisations to avoid and

eliminate autocratic leadership. The difficulty would be that certain organisations or occupations require an element of autocratic leadership which is considered to belong to more masculine individuals, whilst inspiring responsibilities would rather belong to more feminine individuals (Eagly & Johnson, 1990). This leaves organisations in a difficult situation, namely do you completely ignore and marginalise autocratic leadership in order to experience the full benefit of a constructive diversity climate, or do you keep a form of autocratic leadership - especially for conflict situations - where this form of leadership has been proven to be very effective (Van Vugt et al., 2004)? With this in mind, the solution perhaps is within a healthy diversity climate itself. The IMCD clearly indicated a relationship between diversity climate and organisational effectiveness (Cox, 1993). The IMCD specifically demonstrated that a diversity climate could positively influence aspects such as problem solving, communication and workgroup cohesiveness (Cox, 1993); all of which could also be considered sources of conflict if not managed effectively (Almost, Wolff, Stewart-Pyne, McCormick, Strachan, & D'Souza, 2016).

According to Chin et al. (2016), our current models on leadership need to change in order to meet the demands of increasing diversity and globalisation of our communities and organisations. Chin et al. (2016) explain that traditional leadership models and competencies may not be fully applicable to leaders with minority identities or to those leading within diverse or global workplace contexts. Chin et al. (2016) emphasise the fact that there is a "considerable need for new and more inclusive theories of leadership and for a re-examination of existing leadership frameworks for their applicability within more diverse and global populations" (p. 68). Taking into consideration the limited South African research investigating leadership and diversity climates, combined with the call from Chin et al. (2016) to re-examine traditional leadership theories within diverse environments, the present study aims at filling this research gap by examining conducive leadership styles together with a form of destructive leadership and the associations with diversity climate.

The models discussed in previous diversity climate literature (paragraph 1.1.1) depict policies, practices and procedures as pre-existing factors for diversity climate. None of these models explicitly includes any form of leadership. Unfortunately, the association between leadership and diversity climate is not a well-researched area. McKay and Avery (2015) noted that diversity climate should be studied with non-traditional antecedents, including managerial aspects such as leadership. From a South African view, a dedicated Nexis search with the phrase "leadership and diversity climate" did not yield any significant results.

Consequently, the present study will contribute towards both national and international theory of diversity climate by empirically testing positive and negative forms of leadership as a pre-existing factor for diversity climate from a non-Western South African perspective. The study will further aim to contribute towards current leadership and diversity theory by presenting empirical evidence of which type of leadership will demonstrate a more profound relationship, if any such relationship should exist. This contribution will be a direct response to the plea by Chin et al. (2016) for researchers to re-examine traditional leadership theories in diverse organisational environments.

1.2.2 Diversity Climate as Mediator

The preceding paragraphs highlighted the independent relationships between leadership, diversity climate and employee attitudes. It is evident that minimal studies addressed the indirect effect of diversity climate on the relationship between selected leadership styles and employee attitudes.

McKay and Avery (2015) documented and confirmed the limited number of mediating studies that considered diversity climate as mediator. Although an exact comparable previous study could not be found, promising evidence of diversity climate as mediator could be found in previous studies. Volpone, Avery, and McKay (2012) found that diversity climate mediated the relationship between employees' appraisal reactions and employee engagement. Chrobot-Mason and Asamovich (2013) confirmed mediating effects of diversity climate on turnover intention through organisational identification, climate for innovation, empowerment, and identity freedom. According to Liou and Cheng (2010), a conducive organisational climate would have a considerable indirect effect on employee outcomes. Mor Barak and Levin (2002) also demonstrated that an organisational climate (inclusion) would have a substantial indirect effect on gender, ethnicity, and job satisfaction. Previous findings on the mediating effects of multiculturalism indicate that characteristics of multiculturalism will fully mediate the relationship between ethnic integration and employee attitudes (Jackson & van de Vijver, 2018).

McKay and Avery (2015) emphasised an opportunity for researchers to investigate how diversity climate operates in organisations. The investigations of an indirect effect will fill both the gap in South African research and address the call from McKay and Avery (2015). Taking the previous paragraphs into consideration, and intriguing question remains unanswered. What is the indirect effect of diversity climate on the relationship between

leadership and employee outcomes in a South African environment? Such an investigation would not only further equip South African managers and leaders who wish to enhance employee attitudes or outcomes, but would also contribute towards the international body of knowledge by providing empirical evidence from a diverse non-Western perspective.

In summary, for South African organisations to manage diversity more effectively and to improve negative employee attitudes that might be created by non-conducive diversity climates would require relevant and empirically tested evidence. As indicated, the South African environment with regards to diversity management is unique and therefore South African organisations, managers and leaders would require evidence from a South African investigation. From limited literature it is evident that leadership would impact on diversity climate, and diversity climate would also impact on employee attitudes. However, majority of these Western samples were not subjected to the long legalised segregation and inherited historic labour imbalances as witnessed by South African organisations. Moreover, international diversity climate literature is silent on how leadership would impact on employee attitudes via diversity climate.

1.3 OBJECTIVES

The following section articulates the formulated primary and secondary objectives that directed the study.

1.3.1 Primary Objective

The primary objective of this study was to determine the role of leadership styles, given diversity climate in attaining positive employee attitudes.

1.3.2 Secondary Objectives

As an appreciation to the call by Chin et al. (2016) to investigate traditional leadership theories in diverse settings, including research opportunities regarding diversity climate as identified by McKay and Avery (2015), the study also investigated the following secondary objectives, namely to:

- Develop and administer an autocratic leadership measuring instrument;
- Determine the nature of the relationship between transformational leadership and diversity climate;

- Determine the nature of the relationship between servant leadership and diversity climate;
- Determine the nature of the relationship between autocratic leadership and diversity climate;
- Determine the direct effect of transformational leadership on diversity climate;
- Determine the direct effect of servant leadership on diversity climate;
- Determine the direct effect of autocratic leadership on diversity climate;
- Examine the relationship and direct effects between transformational leadership and the nominated employee attitudes (organisational commitment, intention to quit, and job satisfaction);
- Examine the relationship and direct effects between servant leadership and the nominated employee attitudes (organisational commitment, intention to quit, and job satisfaction);
- Examine the relationship and direct effects between autocratic leadership and the nominated employee attitudes (organisational commitment, intention to quit, and job satisfaction);
- Establish the type and nature of the relationship, including direct effects between diversity climate and job satisfaction;
- Establish the type and nature of the relationship, including direct effects between diversity climate and organisational commitment;
- Establish the type and nature of the relationship, including direct effects between diversity climate and intention to quit;
- Determine and explore the indirect effect of diversity climate on the relationship between transformational leadership and employee attitudes independently (job satisfaction, organisational commitment, and intention to quit);
- Determine and explore the indirect effect of diversity climate on the relationship between servant leadership and employee attitudes independently (job satisfaction, organisational commitment, and intention to quit); and
- Determine and explore the indirect effect of diversity climate on the relationship between a form of destructive leadership and employee attitudes independently (job satisfaction, organisational commitment, and intention to quit).

1.4 RESEARCH METHOD

The following section describes the research methods as applied in this study.

1.4.1 Research Design

The complete study followed a quantitative approach. According to Welman, Kruger, and Mitchell (2011), the purpose of quantitative research is to evaluate objective data consisting of numbers. The primary source of information for the study was gathered from a quantitative empirical study that focused on whether the relationship between a selection of situational factors and employee attitudes is mediated by a diversity climate. The study further made use of a cross-sectional design. This design was chosen, as it will allow the researcher to determine units of a phenomenon at a certain point in time (Mouton & Marais, 1996; Spector, 2019). The cross-sectional design was found to be the most suited for this study, because the relationships between leadership styles, diversity climate and employee attitudes were measured at a specific point in time without any planned intervention.

1.4.2 Participants and Sampling

The study made use of a non-probability convenience sample. The sample was drawn from respondents employed at Gauteng-based South African companies. In total 12 companies based around Pretoria, Johannesburg and the Vaal Triangle region were approached to participate in the study. Companies represented in the sample were from the financial and banking sector, more specifically auditing, accounting and financial services and retail sector. The sample also included organisations from the industrial sector that manufactures steel products, a large petroleum organisation and, finally, an engineering consultation company. Formal networks were utilised to gain access to these organisations, which included previous colleagues and fellow students who attended and completed a postgraduate management degree with the researcher. Only 230 usable questionnaires were returned after 830 questionnaires had been disseminated, resulting in a 27.7% response rate. Unfortunately, it is common for researchers to find low response rates; lower frequencies could be a sign of our busy lifestyles (Carley-Baxter, Hill, Roe, Twiddy, Baxter, & Ruppenkamp, 2009). According to Muijs (2012), a specific feature of a questionnaire could also have an impact on the response rate; in the case of this study, that feature could have been the length.

1.4.3 Measuring Instruments

The measuring instrument comprises four sections. Section A collected demographic information of respondents; section B measured leadership styles (transformational, servant and autocratic leadership); section C dealt with diversity climate; and section D collected observations of employee attitudes (intention to quit, organisational commitment and job satisfaction). The questionnaires used in this study are freely available in the public domain, requiring no formal permission. All measuring instruments have been referenced appropriately. A copy of the complete questionnaire is attached at the end of the study and is marked as ANNEXURE A. Table 1.1 below is a summary of the different measuring instruments used in the study.

Table 1.1

Summary of Measuring Instruments

Dimension	**Source**	**Instrument**
Diversity climate	McKay et al. (2007)	One-dimensional diversity climate
Servant leadership	Reed et al. (2011)	Executive servant leadership scale
Transformational leadership	Podsakoff et al. (1990)	Transformational leader behaviours
Autocratic leadership	Author	Autocratic leadership questionnaire
Intention to quit	Kerstin (2002)	Intention to quit - Psycones
Organisational commitment	Kerstin (2002)	Organisational commitment - Psycones
Job satisfaction	Weis, England, & Lofquist (1967)	The Minnesota Job Satisfaction Questionnaire (MSQ) – short version
Organisational citizenship behaviour	Podsakoff et al. (1990)	Organisational citizenship behaviour scale (OCBS)

The *one-dimensional diversity climate* was measured with the diversity climate instrument developed by McKay et al. (2007). The instrument (with nine scale items) measures individuals' perceptions regarding the commitment of the organisation towards eliminating discrimination and creating an environment of inclusivity (McKay et al., 2007). The *one-dimensional diversity climate* instrument makes use of a 5-point Likert scale, ranging from (1) *well below expectations* to (5) *well above expectations*. A typical item is "Respect perspectives of people like me". The original application of the one-dimensional diversity climate instrument recorded a Cronbach alpha of 0.91 (McKay et al., 2007).

The *Transformational Leadership Scale* (Podsakoff et al., 1990) was used to assess the transformational leadership variable from a follower perspective and respondents were

requested to record their observations in terms of their immediate supervisor/manager. This is a 28-item scale that measures six transformational leadership traits using a 7-point Likert-type scale, ranging from 1 = *disagree strongly* to 7 = *strongly agree*. The scale comprises seven subscales assessing different leadership characteristics, namely *articulate 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 leadership* (5 items). A typical item is "My manager has a clear understanding of where we are going" (articulate a vision). The original research by Podsakoff et al. (1990) reported a Cronbach alpha of 0.87 for the combined leadership variable.

The *servant leadership* dimension was measured by the *Executive Servant Leadership Scale* (ESLS), developed by Reed et al. (2011). The ESLS consists of elements necessary for servant leadership, namely *interpersonal support, building community, altruism, egalitarianism,* and *moral integrity*. The ESLS also assessed servant leadership from a follower perspective and respondents were requested to record their observations with regards to their immediate supervisor/manager. The ESLS comprises 55 scale items and makes use of a 5-point Likert scale, ranging from (1) *totally disagree* to (5) *totally agree*. A typical item from the ESLS is "Considers the effects of organisational decisions on the community" (building community). A recent South African application of the ESLS reported the following Cronbach alpha scores, namely interpersonal support ($\alpha = 0.94$), building community ($\alpha = 0.85$), altruism ($\alpha = 0.92$), egalitarianism ($\alpha = 0.84$), and moral integrity ($\alpha = 0.90$) (Van Heerden, 2014).

The *destructive form of leadership* variable was measured by a self-developed *autocratic leadership scale* and assessed autocratic leadership from a follower perspective and respondents were requested to record their opinions regarding their immediate supervisor/ manager. Similar to Hoel et al. (2010) and Mishra, Grunewald and Kulkarni (2014), the one-dimensional scale focused on a style of leadership where there is no space for employee involvement in the decision-making process; where employees are not consulted regarding decisions; and where such involvement is considered unnecessary. The scale also focused on a typical leadership style that does not allow innovation or opinions about relevant matters; such functions should only be completed by the leader itself. The eight-item scale made use of 5-point Likert-scale, ranging from (1) *always* to (5) *never*. A typical statement from the instrument is "My manager/supervisor does not ask for opinions or suggestions". A higher score from the instrument would indicate that respondents were not of the opinion that they

are exposed to a form of autocratic leadership or a lack of autocratic leadership, while a lower score would indicate the presence of autocratic leadership.

The *job satisfaction* dimension was measured by the short version of the Minnesota Job Satisfaction Questionnaire (MSQ) (Weis et al., 1967). The short version of the MSQ comprises 20 scale items and measures intrinsic, extrinsic and general satisfaction (Weis et al., 1967). The MSQ offered five options for each statement, ranging from (1) *very dissatisfied* to (5) *very satisfied*. A typical item from the questionnaire is "Being able to keep busy all the time". In terms of reliability for the short version of the MSQ, a South African study reported a Cronbach alpha of 0.96 for an aggregated job satisfaction score (Rothmann, Scholtz, Fourie, & Rothmann, 2000).

The *employee commitment* variable was determined by an application of the "organisational commitment" construct in the Psycones questionnaire (psychological contracts across employment situations; Kerstin, 2002). The organisational commitment scale comprises five scale items, ranging from (1) *strongly disagree* to (5) *strongly agree*. A typical item to determine organisational commitment is "Even if this organisation or client was not doing too well, I would be reluctant to change to another employer or client". A South African application of the measuring instrument reported a Cronbach alpha of 0.72 (Walters, 2008).

The *intention to quit* dimension was measured by the "intention to quit" construct in the Psycones questionnaire as developed by Kerstin (2002). The four-item scale makes use of a 5-point Likert-scale, ranging from (1) *strongly disagree* to (5) *strongly agree*. A typical item to quantify the specific measurement is "These days, I often feel like quitting". A higher score would be an indication of the likelihood of respondents quitting or exiting their current employment, whilst a lower score would be an indication that respondents do not really show propensity to quit their present employment. A South African application of the measuring instrument recorded a Cronbach alpha of 0.93 (Walters, 2008).

1.4.3.1 Measuring Instrument Selection

The existence of several measuring instruments pertaining to the identified variables for the study is acknowledged. In terms of leadership, more specifically transformational and transactional leadership, the widely known Multifactor Leadership Questionnaire (MLQ) from Avolio and Bass (2004) was also considered. The full MLQ implements five transformational, three transactional, one laissez-faire, and three outcome scales. Although the MLQ will most probably be used more extensively in future, researchers have cited

concerns in terms of the passive management by exception and laissez-fair variables. Respondents would typically not differentiate between these variables (Hinkin & Schriesheim, 2008). In order to be effective, the full MLQ should preferably be applied, which includes a self-reported leadership assessment. In order to be consistent with other leadership assessments applied during the study, including the diversity climate measurement which assessed the diversity climate from an employee or individual perspective, the MLQ was not pursued.

The Executive Leadership Scale was selected for its focused and complete approach with its five dimensional and 55-item structure. During the original planning of the study, a shorter eight dimensional 30-item servant leadership measurement by van Dierendonck and Nuijten (2011) was also considered. According to van Dierendonck and Nuitjen (2011), servant leadership can be considered through an assessment of empowerment, accountability, standing back, humility, authenticity, courage, interpersonal acceptance, and stewardship. It was eventually eliminated due to the observation by Reed et al. (2011) that servant leadership holds a promise of "ethical leadership that can assist to configure a business climate in which value creation shares the stage with moral accountability and the production of goods or services is anchored in social concern" (p. 431). According to Reed et al. (2011), servant leadership can be considered through an assessment of interpersonal support, building community, altruism, egalitarianism and moral integrity. It was especially due to the inclusion and formation of egalitarianism as an indication of fairness, and, the moral integrity variables in the Executive Servant Leadership scale, that distinguished the use of alternative servant leadership measurements. According to Pless and Maak (2004), in order for an organisation to build a culture of inclusion, a focus should be placed on principles of recognition, mutual understanding, standpoint plurality and mutual enabling, trust, and integrity. The researcher was therefore intrigued to test the relationships of the diversity climate variables with those of the Executive Servant Leadership Scale.

The use of the comprehensive Transformational Leadership Scale (Podsakoff et al., 1990) and comprehensive Executive Servant Leadership Scale (Reed et al., 2001) was further motivated by firstly, the appeal by Chin et al. (2016), for researchers to re-examine traditional leadership styles in diverse organisations and, secondly, the call by McKay and Avery (2015) for researchers to explore diversity climate with non-traditional antecedents. The thoroughness of the Transformational Leadership Scale and Executive Leadership Scale was deemed suitable to address these research wishes.

The development of a scale to measure autocratic leadership served as an additional contribution of the present study. Research by Harms et al. (2018) clearly indicated the need for researchers to re-develop instruments to measure autocratic leadership. Although measures of autocratic leadership are available, for example, the autocratic leadership leader behaviour scale by Rast et al. (2013) and autocratic leadership perceptions by De Cremer, van Dijke, and Bos (2004), the study continued with a decision to develop a measurement for autocratic leadership. According to Harms et al. (2018), the concerns with regard to the autocratic leadership behaviour scale (Rast et al., 2013) and autocratic leadership perceptions (De Cremer et al., 2004) are in terms of possible similarities with other leadership scales, and reliability and validity.

A pilot study was implemented to test the developed destructive leadership (autocratic leadership) assessment. Similar to Hoel et al. (2010), the developed autocratic leadership scale focused on a style of leadership where there is no option for employee involvement in a decision-making process and where such participation is considered redundant. In order to determine face validity, the questionnaire was distributed to two individuals in the academic environment, specifically, industrial psychology. Once face validity was confirmed; an independent set of data was collected from alternative organisations in the Gauteng province. Permission was also requested and all questionnaires did not require personal information. The statistical validity and reliability results of the pilot study are reported in Chapter 4, Manuscript 3.

The job satisfaction dimension was measured with the short version of the Minnesota Job Satisfaction Questionnaire (MSQ) (Weis et al., 1967). The short version of the MSQ has demonstrated adequate validity and reliability in previous South African research (Buitendach & Rothmann, 2009). The long form of the Minnesota Job Satisfaction Questionnaire was not considered due to concerns with its length; this would have further increased the length of the present study's measuring instrument. The previous South African validation and reliability by Buitendach and Rothmann (2009) of the short version of the MSQ were sufficient justification for the present study to rather make use of the short version.

The selection of measuring scales for organisational commitment and intention to quit from the Psyconnes questionnaire (Kerstin, 2002) was also based on length and evidence of adequate previous reliability. A South African application of the organisational commitment instrument reported a Cronbach alpha of ($\alpha = 0.72$) and intention to quit a Cronbach alpha of

($\alpha = 0.93$) (Walters, 2008). The alternative scale considered for organisational commitment was the organisational commitment measuring scale with 24 items as developed by Allen and Meyer (1990). Although this instrument has demonstrated adequate validity and reliability in South Africa, the length remained a concern and was therefore not pursued. With regards to intention to quit, an alternative measurement scale was considered in the form of an instrument for measuring intention to leave (Aguirre et al., 2015). The validated form of the instrument utilises 36 items to measure intention to leave and was therefore not pursued for the present study, due to its length.

The inclusion of the Transformational Leadership Scale and Executive Leadership Scale, as part of the present study's antecedent variable, increased the length of the present study's measuring instrument. It was therefore decided to rather make use of shorter validated instruments to measure employee attitudes as defined in the present study.

1.4.4 Research Procedure

Permission to conduct the study was obtained from all participating organisations. The confidential and anonymous nature of the study was clearly explained to all participating organisations. In addition, questionnaires did not require any personal information, nor did it require respondents to indicate their employer; the anonymous nature of the study had to guarantee confidentiality for both the employee and employer. Clear instructions and an introduction accompanied the questionnaire. Respondents had to be literate in order to complete the questionnaire, as rendering assistance to respondents who could not read or write would have violated the confidentiality agreement. The formal networks utilised to assist with data collection targeted human resource managers, heads of departments, and team leaders; this was in line with the conditions and procedures as outlined in the ethical approval of the study. All completed questionnaires were collected from these individuals.

1.4.5 Statistical Analysis

The statistical analyses for all manuscripts were captured and analysed with SPSS (2018) version 25.0.

An exploratory factor analysis was conducted for each single measured variable in this study. The statistical analysis of the factor analysis included the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy; principal component analysis was used as extraction method. According to Field (2009), the KMO measure of sampling adequacy could be used to determine whether a sample was suitable for factor analysis. A value close to one (1)

indicates that patterns of correlations are relatively compact and a factor analysis, therefore, should yield distinct, reliable factors (Field, 2009). Eigenvalues larger than 1.00 were used as criteria for factor selection, as proposed by Field (2009). A study by Jackson (2017) administered similar techniques in order to determine separate validity, including an investigation on personal resource, transformational leadership and employee attitudes.

Data was analysed in order to determine normality. Guidelines used to determine normal distribution were set at 2.00 for skewness (Finch & West, 1997) and 4.00 for kurtosis (Field, 2009).

Reliability was determined through computed Cronbach alphas and mean inter-item correlations. Regarding reliability, Cronbach's alpha values above 0.7 are traditionally regarded as acceptable; however, for scales with fewer than ten items, it is sometimes difficult to obtain a decent Cronbach alpha value and for this reason mean inter-item correlation values can be examined as an additional indication of relationships among items (Pallant, 2007). Robinson, Shaver, and Wrightsman (1991) suggested a practical alternative that Cronbach alpha as an interpretation of internal consistency can be interpreted as follows: $\alpha > 0.80$ = exemplary; $\alpha > 0.70$ = extensive; $\alpha > 0.60$ = moderate; and $\alpha < 0.60$ = minimal. The study followed the guideline proposed by Robinson et al. (1991) and a minimum threshold of $\alpha > 0.60$ = moderate was set for Cronbach alpha. As a supplementary test for reliability, inter-item correlations were calculated. Internal correlation was considered adequate at $r = 0.10$.

Pearson's correlation analysis was conducted in order to examine the type and nature of the relationships between the defined variables used in this study. The correlations were firstly interpreted for statistical significance and were then followed by a practical interpretation using the following criteria, namely 0.1 = small effect, 0.3 = medium effect, and 0.5 = large effect. According to Hinkle, Wiersma, and Jurs (2003), correlations can be calculated in order to determine the relationship between observed variables. Hinkle et al. (2003) further stated that although correlations can indicate a relationship between two variables, it does not necessarily mean the other causes that one variable. Therefore, the purpose of the correlation analysis was not to determine causation between the investigated variables, but rather to explore the degree and direction of relationships investigated in this study.

Simple mediation modelling was computed with the PROCESS macros version 3 (Hayes, 2017) which was installed in SPSS. Mediation modelling also included standardised

regression coefficients in order to determine predictor characteristics of the investigated variables. Mediation was recognised with the indirect effect which was verified using a percentile bootstrap estimation approach with 10 000 samples (Shrout & Bolger, 2002). The percentile bootstrap estimation is incorporated into the PROCESS macros version 3 (Hayes, 2017). An indirect effect from the bootstrap analysis was considered significant, if the lower level confidence interval (LLCI) and upper level confidence interval (ULCI) excluded zero (0) (Zhao, Lynch, & Chen, 2010). A complementary mediation result could only be determined when the mediated effect and direct effect exist and point in the same direction (Zhao et al., 2010).

1.4.6 Ethical Considerations

A comprehensive research proposal was sent to the institution for consideration. The proposal was viewed by the institution's ethical committee and the study obtained a minimal risk classification with project number: NWU-00602-20-A4. The study was conducted on individuals employed at South African organisations. Human resource managers, heads of departments and team leaders acting as fieldworkers were briefed in detail regarding confidentiality. The purpose of the study and guarantee of confidentiality were addressed in the cover letter accompanying all distributed questionnaires. Participation in the study was voluntary and at no stage was an incentive offered for completed questionnaires. Participants in the study had to be literate. Unfortunately, the inclusion of illiterate respondents through an interpreter would have dishonoured the confidentiality agreement and the anonymity as set out by the institution's ethical clearance guidelines. The name and contact details of the researcher were included in the questionnaire, in case a respondent required clarity.

1.5 CHAPTER CONCLUSION

The conclusion of the first chapter of this thesis will be presented in a manner to conclude and summarise the main contribution the study expects to make in the field of leadership, diversity climate and employee attitudes or outcomes.

1.5.1 Expected Contribution of the Study

It is evident from literature that South African organisations will continue to diversify in order to redress historic imbalances and to leverage benefits of diversity. Therefore, the present study expects to make the following contributions to both academics and practitioners.

It is known that leadership would be required to enhance the benefits associated with diversity (Gotsis & Grimani, 2016; Wieland, 2004). However, literature is silent on which forms of leadership would contribute most to the creation of a favourable diversity climate. Even McKay and Avery (2015) have called upon researchers to examine a non-traditional antecedent such as leadership and its contribution towards a conducive diversity climate. For that reason, this South African examination aims at contributing towards diversity climate literature by analysing the interactions and predictor characteristics of transformational leadership, servant leadership and autocratic leadership on diversity climate. In appreciation of Harms et al. (2018), the current study further aims at developing an instrument to assess autocratic leadership. According to Harms et al. (2018), the study of autocratic leadership would not be justified when researchers continue making use of previously developed assessments of autocratic leadership; researchers are advised to develop new measurements.

Furthermore, traditional antecedents of diversity climate are considered to be organisational policies and practices (Hicks-Clarke & Iles, 2000) and even surrounding communities where those organisations are based (Pugh et al., 2008). The present study therefore aimed at contributing towards current diversity climate literature by investigating alternative antecedent sources and demonstrating that not only policies, practices and surrounding communities can positively impact a diversity climate, but also leadership. Although leadership has been proven as a worthy pre-existing factor in Western and European samples, literature seems silent on what these situations would look like in unique diversity settings such as South Africa. This contribution is also further aimed at addressing the call from Chin et al. (2016) for researchers to reconsider traditional leadership theories in diverse settings, including the call from McKay and Avery (2015) for researchers to investigate alternative antecedents with diversity climate, such as leadership. Therefore, the contributions of the present study aimed at empirically testing two positive forms of leadership (transformational and servant leadership), and a negative form (autocratic leadership) in relation to diversity climate.

The diversity landscape within South African organisations are distinctive and would therefore require effective leadership and management in order to benefit from positive consequences associated with diversity and to further reduce any negative consequences. Before any such diversity management interventions can be designed or implemented, it would require an assessment of the current situation (Mor Barak, 2015). Joubert (2017) did provide a thorough qualitative assessment on the South African diversity management

landscape; however, it seems there is a research gap in terms of providing up to date empirical evidence. The current study aims at contributing towards current diversity management literature through an empirical investigation of the diversity climate within a selection of South African organisations.

Although well-known forms of leadership - in the case of this study transformational leadership, servant leadership and autocratic leadership - have shown connections and influences on the selected employee attitudes (organisational commitment, job satisfaction and intention to quit) within regular mainstream research, it remains valuable to conduct similar examinations within unique diversity environments. According to Chin et al. (2016), existing models on leadership need to amend in order to satisfy the demands of growing diversity and globalisation of our communities and organisations. According to Chin et al. (2016), there is a "considerable need for new and more inclusive theories of leadership and for a re-examination of existing leadership frameworks for their applicability within more diverse and global populations" (p. 68). Literature suggests that the selected employee attitudes have managerial advantages for those organisations that are able to improve on these employee attitudes. Consequently, organisations would continue to seek evidence on how organisational commitment, job satisfaction and turnover intention may be improved; naturally this would require an assessment of these employee attitudes at a single point in time. The examinations of the leadership and employee connections of the current quantitative cross-sectional study are further warranted by the notions of Spector (2019), who indicated the value of cross-sectional investigations. According to Spector (2019), researchers should not underestimate the value of cross-sectional studies, as these types of studies continue to add value in the form of providing fundamental knowledge on how variables are associated at a single point in time and can serve as a target for interventions.

The IMCD model from Cox (1994) and the model from Hicks-Clark and Iles (2000) argue that diversity climate would be associated with positive consequences for both the organisation and individual. However, the environments where these models had been developed were not subjected to the magnitude of segregation and withholding of opportunities as in South Africa. The South African environment is further unique in the sense that intentional withholding of opportunities did not oppose the minorities (Whites), but rather the majority (Africans). Therefore, the current study expects to make a contribution towards both local and international diversity climate perspectives with an empirical investigation into a transitional environment still displaying signs of historic imbalances on

what the influence and relationships are between diversity climate and employee attitudes. Organisations are attracted to the benefits associated with increased organisational commitment, job satisfaction and reduced intention to quit. Therefore, practitioners would further benefit from knowledge on how these employee attitudes can be enhanced in order to capitalise from all the associated advantages within unique diverse environments.

Previous literature confirmed independent direct influences of leadership on diversity climate; separately a constructive diversity climate would improve employee attitudes or employee outcomes as suggested by the IMCD model from Cox (1994). Yet, the indirect impact of diversity on the relationships between leadership and employee attitudes has been neglected by researchers (McKay & Avery, 2015); specifically, where the leadership styles and employee attitudes were assessed at one single point in time. The present study argues that positive forms of leadership or a lack of poorer forms of leadership are not sufficient enough to enhance favourable employee outcomes within unique diversity landscapes such as South Africa. Also required are favourable shared perceptions on how well the organisation is managing and valuing diversity. International research has been unenthusiastic about investigating the indirect capabilities of diversity climate with only limited studies available. Consequently, the current investigation aims at contributing towards international diversity climate investigations with quantitative assessments from a non-Western sample group.

1.5.2 Study Succession

The rationale applied when determining the order of investigations was firstly to investigate a more well-known conducive form of leadership in relation to diversity climate and employee attitudes. Secondly, to examine a form of leadership that could possibly address ethical and immorality-related managerial challenges unique to South Africa. Thirdly, to explore a poorer form of leadership in relation to diversity climate and employee attitudes in order to either validate or dismiss the necessity for a conducive form of leadership within a South African environment.

1.6 CHAPTER LAYOUT

The final section outlines the chapter layout of the study.

Chapter 1: Background, problem statement, study objectives and research methodology.

Chapter 2: Exploring organisational diversity climate with associated antecedents and employee outcomes.

Chapter 3: Mediating effects of diversity climate on the relationship between servant leadership and employee attitudes

Chapter 4: Examining the mediating effect of diversity climate on the relationship between destructive leadership and employee attitudes.

Chapter 5: Conclusions, recommendations and limitations.

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CHAPTER 2: MANUSCRIPT 1

Exploring organisational diversity climate with associated antecedent and employee outcomes

Manuscript 1, entitled "Exploring organisational diversity climate with associated antecedents and employee outcomes", is aimed at examining secondary objectives of this study, namely to determine the nature of the relationship between transformational leadership and diversity climate; determine the direct effect of transformational leadership on diversity climate; examine the relationship and direct effects between transformational leadership and the nominated employee attitudes (organisational commitment, intention to quit and job satisfaction); establish the type and nature of the relationship, including direct effects between diversity climate and job satisfaction; establish the type and nature of the relationship, including direct effects between diversity climate and organisational commitment; establish the type and nature of the relationship, including direct effects between diversity climate and intentions to quit; and determine and explore the indirect effect of diversity climate on the relationship between transformational leadership and employee attitudes independently (job satisfaction, organisational commitment and intention to quit).

An article from this manuscript was published by the South African Journal of Industrial Psychology (SAJIP) on 24 June 2019; DOI: **https://doi.org/10.4102/sajip.v45i0.1614**. The acceptance letter is marked as ANNEXURE B. The guidelines for SAJIP is attached at the end of this thesis, and marked as ANNEXURE C.

The following contributions were made in this manuscript:

- Conceptualisation of the study: Sean McCallaghan, Prof L.T.B. Jackson and Prof M.M. Heyns
- Literature search: Sean McCallaghan
- Reviewing of literature: Sean McCallaghan
- Collection of data: Sean McCallaghan
- Analysis of data and statistical results: Sean McCallaghan, Prof L.T.B. Jackson and Prof. M.M. Heyns
- Writing of manuscript and article: Sean McCallaghan
- Comments and guidance: Prof L.T.B. Jackson and Prof. M.M. Heyns

ABSTRACT

The current investigation examined transformational leadership, diversity climate and employee outcomes in a South African sample group. Employee outcomes were considered through three employee attitudes, namely organisational commitment, intention to quit and job satisfaction. The study made use of a non-probability convenience sample and collected 230 responses. The statistical analysis included descriptive statistics, correlation analysis and simple mediation modelling. The results reveal that transformational leadership and diversity climate are associated with higher observations of both organisational commitment and job satisfaction, and lower recordings of intention to quit. Transformational leadership further predicted diversity climate, organisational commitment, job satisfaction and decreased observations of intention to quit. Additionally, diversity climate predicted organisational commitment. From the three independent simple mediation models, results indicate that diversity climate mediates the relationship between transformational leadership and organisational commitment.

INTRODUCTION

The demographic configuration of employees within modern organisations is becoming more diverse. Accompanying the witnessed diversification is a call from researchers to review current models on leadership in order to meet the demands of ever increasing communities and organisations (Chin, Desormeax, & Sawyer, 2016). The increased diversification of organisations has also drawn researchers' attention towards diversity. One of the developing research areas amongst diversity scholars is research that specifically investigates employees' perceptions of an organisation's diversity-related policies, practices and procedures; also known as the diversity climate (Ziegart & Hanges, 2005).

Organisations are specifically attracted to the positive associations with increased organisational diversity. According to Cox (1994), an increased diverse workforce can have a positive effect on organisational processes such as communication, creativity and problem solving; all of these processes are closely related to organisational performance. Cox (1994) also accentuated that diverse organisations have performance benefits over homogeneous organisations and groups. Regrettably, increased diversity and attaining inclusion through the commitment of increased diversity also cause challenges. These challenges include, amongst others, leadership issues, single work ethic challenges, workplace authority, mentoring, new work configurations and work-life balance (McCuistion, Wooldridge, & Pierce, 2003).

The present study was intrigued on how organisations can fully benefit from increased diversity and reduce the associated challenges that are normally experienced by diversified organisations. The answer might possibly be found in leadership. Leadership plays an integral role in improving diversity outcomes, particularly in supporting a climate that respects differences and encourages the inherent value of diverse employees (Gotsis & Grimani, 2016). Due to the vast array of leadership styles described in several mainstream academic literature, a critical question arises, namely which type of leadership style would be more appropriate in relation to diversity climate and the beneficial outputs associated with a constructive diversity climate? Transformational leadership has been identified as a typical style of leadership that can be altered to address the challenge of managing diversity (Kearny & Gebert, 2009). Transformational leaders are those individuals that are able to stimulate change and direct followers or employees towards new corporate values and behaviours (McShane & Von Glinow, 2015). We argue that this new set of corporate values and

behaviours may take on the form of appreciating and valuing diversity and therefore consider transformational leadership as our proposed model antecedent.

Diversity climate, which is considered as the collective perceptions of the policies and practices that communicate the extent to which fostering diversity and eliminating discrimination is a priority for an organisation (Pugh et al., 2008), has been associated with several employee attitudes. A constructive diversity climate has also demonstrated several improved employee attitudes (McKay & Avery, 2015). According to Cox (1994), diversity climate has effects on staff attendance, turnover, productivity and work quality. According to McKay and Avery (2015), diversity climate - either as a collective or individually - may relate positively to job satisfaction, organisational commitment, engagements, and decreased turnover intention and absenteeism.

Taking into consideration that transformational leadership is critical towards realising the positive outputs that diversity may present (Gotsis & Grimani, 2016), and, that constructive levels of diversity climate have been associated with improved levels of job satisfaction, organisational commitment and a decrease in turnover intention (McKay & Avery, 2015), the present study proposes and will test a model as depicted in Figure 1.

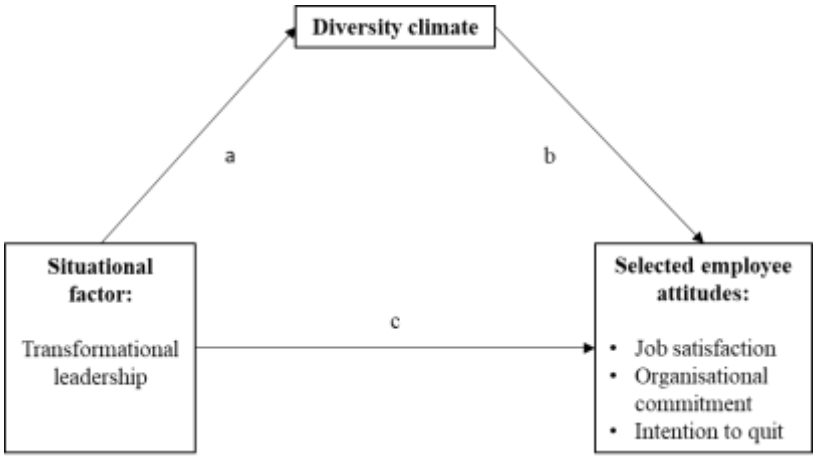


Figure 1. Proposed model, transformational leadership, diversity climate and employee attitudes

LITERATURE REVIEW

The following section is dedicated towards literature on transformational leadership, diversity climate and employee attitudes. The employee attitudes under investigation are job satisfaction, organisational commitment and intention to quit.

Transformational leadership

Leadership is one of the most comprehensively researched social effect processes in the behavioural sciences (Parris & Peachy, 2013). In short, leadership is about influencing, motivating, and enabling others to contribute towards the effectiveness and success of the organisations at which they are employed (Mcshane & Von Glinow, 2015).

The current form of leadership under investigation, namely transformational leadership, aims to change and transform employees (Northouse, 2013). According to Odumera and Ifeanyi (2013, a typical transformational leader is focused towards the attention and developmental needs of the individual; transformational leaders change the mindfulness of their followers and assist them in viewing problems from a new perspective. Transformational leaders also serve as role models who help followers develop their own potential (Colquitt et al., 2011).

In order to fully conceptualise transformational leadership, the present study considered the six key behaviours associated with transformational leadership of Podsakoff, Mackenzie, Moorman, and Fetter (1990). These key behaviours include identifying and articulating a clear vision; being considered an appropriate role model; nurturing the acceptance of team or organisational goals; sustaining high performing expectations; providing individual support; and intellectual stimulation (Podsakoff et al., 1990). According to Top, Akdere, and Tarcan (2015), these six behaviours are fundamental sections of transformational leadership.

The positive associations between transformational leadership and constructive work outcomes have also been recorded in mainstream research. Fuller, Patterson, Hester, and Stringer (1996) explained in their meta-analytic review that transformational leadership would be positively associated with employee attitudes, outcomes and behaviours. Literature has revealed that transformational leadership will be positively associated with organisational commitment (Tanner, 2007), job satisfaction (Rowald & Heinitz, 2007), and decreased levels of intention to exit one's current occupation (Sun & Wang, 2017).

Leadership has been recognised as an important predictor of materialised benefits associated with diversity (Wieland, 2004). According to research conducted by Taylor (2015), transformational leadership will have a direct effect on diversity climate. It is anticipated that organisational diversity would further increase in future (Fullerton & Toosi, 2001); therefore, the importance of transformational leadership as a means of materialising positive associations with diversity would, in return, also increase.

Proposed mediator - Diversity climate

In order to formulate a better understanding of diversity climate, the following section will study diversity climate as a concept within the field of diversity management.

Diversity is the degree to which a group or team's configuration of members is different in terms of any characteristic that might be used as a basis for classifying people (Colquitt et al., 2011). These categorical differences require management through interventions in order to gain the full advantage of diversity within the organisation. Research has suggested that implementing supportive diversity practices should assist with creating a positive diversity climate. In return, a positive climate for diversity should also increase organisational attachment, reduce absenteeism, reduce employee turnover and increase organisational performance (McKay, Avery, & Morris, 2009).

Consequently, the ability of an organisation to manage its most valuable diverse resource - humans - seems to be very crucial. According to Basset-Jones (2005), diversity management forms part of the human resource management functions. Diversity management makes everyone more aware of and subtle to the needs and differences of others (Robbins & Judge, 2013). According to Cox (1994), managing diversity entails planning and implementing organisational systems and practices to manage people so that the potential advantages of diversity are maximised. Researchers have also proposed the diversity climate to be a direct understanding of how employees experience diversity interventions or programmes (Herdman & McMillan-Capehart, 2010). According to Gelfand, Nishii, Raver, and Schneider (2007), one of the significances of diversity initiatives should be a change in the inclusive climate. Therefore, the assessment of an organisation's diversity climate should be an accurate reflection of how well the organisation is doing in terms of managing and implementing diversity practices.

Therefore, diversity climate refers to employees' perceptions of the policies and practices that communicate the extent to which fostering diversity and eliminating discrimination is a priority in the organisation (Pugh et al., 2008). In addition to the view of Pugh et al. (2008), McKay, Avery, and Morris (2008) explained that diversity climate is considered as the degree to which an organisation advocates fair human resource policies and socially integrates underrepresented employees.

The direct consequences associated with a constructive diversity climate have been confirmed in several studies. These advantages include both improved employee and organisational performance (McKay & Avery, 2015). While the direct effects are well recorded, investigations into the mediating role of organisational diversity climate are limited (McKay & Avery, 2015). However, from previous research we were able to find evidence that an organisational diversity climate does demonstrate promising mediating characteristics. Volpone et al. (2012) demonstrated that diversity climate mediates the relationship between appraisal reactions from employees and employee engagement. Similarly, Chrobot-Mason and Asamovich (2013) found results to confirm mediating effects of diversity climate on turnover intentions through organisational identification, climate for innovation, empowerment, and identity freedom. Additionally, Taylor (2015) was able to confirm that transformational leadership had a significant indirect effect on creative performance through diversity climate.

Model outcome - Employee attitudes

Employee outcomes were considered through three separate employee attitudes. The present study acknowledges that several employee attitudes may exist in the modern organisation. The study, however, focused on job satisfaction, organisational commitment and an employee's intention to quit. Selection for these employee attitudes were mainly based on the original outputs as explained in the Interactional Model of Cultural Diversity (IMCD). Cox (1994) illustrated the advantages of a conducive diversity climate through the IMCD, with benefits for both employee and organisation. The advantages associated with a diversity climate from an employee perspective include job and career satisfaction, organisational commitment, job involvement, job performance ratings, compensation, promotion and mobility rates (Cox, 1994).

With regard to organisational commitment, employees who demonstrate organisational commitment will exhibit emotional attachment to, identification with, and involvement in a particular organisation (McShane & Von Glinow, 2015). According to Colquitt et al. (2011), organisational commitment is an employee's desire to remain a member of the organisation, while Robbins et al. (2005) described organisational commitment as a state in which an employee identifies with a particular organisation and its goals and objectives.

Job satisfaction is considered as a gratifying emotional state resulting from the appraisal of one's job or job experiences (Colquitt et al., 2011). Employees that reveal high levels of job

satisfaction experience positive feelings when they think about their duties or take part in task activities, and, on the opposite continuum, employees with low job satisfaction experience negative feelings when they think about their duties or participation in task duties (Colquitt et al., 2011). Job satisfaction is multi-layered and can be categorised into two dimensions, namely intrinsic and extrinsic satisfaction (Peng, 2014). Intrinsic satisfaction is more associated with the employee's job content, such as autonomy, variety of skills, supervision, and degree of responsibility (Chatzoglou et al., 2011), while extrinsic satisfaction is more related to the work environment, for example, incentives, rewards, promotion opportunities, safety, and acceptable working hours (Chatzoglou et al., 2011). Extrinsic satisfaction, therefore, refers to more tangible factors such as compensation or working conditions (Peng, 2014).

According to Cho et al. (2009), intention to leave can be defined as an employee's intention to leave his or her existing organisation. Intention to quit is regarded as the final movement in the withdrawal thought process; intention to leave is an attentive and focused need to leave an organisation. This reasoning process consists of three elements, namely thoughts of quitting, the intention to search for another job, and the final intention to quit (Cho et al., 2009). Boshoff (2002) further described intention to quit as the strength of an individual's opinion that he or she does not wish to continue with his or her current relationship with the current employer. Both Cho et al. (2009) and Boshoff et al. (2002) propose that intention to quit starts with a valuation of the individual's existing work situation and from there the process progresses to a final decision to actually depart with the organisation.

Employee attitudes as depicted in the preceding paragraph have displayed organisational benefits and should be considered as important aspects for managers. For example, job satisfaction can have a positive effect on both performance and withdrawal (Schleicer, Hansen, & Fox, 2010). Improved organisational commitment can also increase job satisfaction (Chughtai & Zafar, 2006), motivation (Mathieu & Zajac, 1990), and organisational performance (Abdul Rashid, Sambasivan, & Johari, 2003). Organisations would also wish to employ individuals that exhibit less intention to quit, as this will be an indication of organisational commitment and job satisfaction (Tarigan & Ariani, 2015).

PROBLEM STATEMENT

The effects of segregation in South Africa are still present in large portions of both our societies and organisations. Combating this unique history of segregation has stimulated

processes towards intentionally correcting imbalances by means of unique policy and legislative interventions since the dawn of democracy in 1994 (Jackson & van der Vijver, 2018). Regrettably, the slow progress towards redressing imbalances is also a reality. According to a recent labour force report, the South African workforce is still dominated by large groups of males (49% of total employed population compared to 38% employment rate by females), Whites (65% of total employed population compared to 40.5% for the African group, 50% for the Coloured group and 55% for the Indian/Asian group) (Statistics South Africa, 2018).

Scholars have indicated that South Africa will need managers that are better prepared regarding diversity, especially due to South Africa's distinctive history (Denton & Vloeberghs, 2003). In order to be better prepared for any diversity management intervention, managers would require relevant information on the status quo of the organisation's efforts towards diversity management (Mor Barak, 2015). The diversity challenge faced by South African organisations can be directly associated with a lack of information on the success of their diversity management interventions (Joubert, 2017). Consequently, South African managers would require up to date information on their current efforts towards promoting diversity and inclusivity in order to design and implement diversity-related improvements (Joubert, 2017). While Joubert (2017) implemented a successful qualitative approach, it seems there is a research gap in terms of providing empirical evidence. An empirical assessment of the status of the South African diversity climate aims at filling this research gap.

McCuistion et al. (2003) denoted challenges in achieving inclusion through the commitment of increased diversity. These challenges include leadership issues, single work ethic challenges, workplace authority, mentoring, new work configurations and work-life balance. Although leadership is one of the most widely researched social effect processes in the behavioural sciences (Parris & Peachy, 2013), the association between leadership and diversity climate is not a well-researched area. McKay and Avery (2015) noted that diversity climate should be studied with non-traditional antecedents, including managerial aspects such as leadership.

According to Chin et al. (2016), our current models on leadership need to change in order to meet the demands of increasing diversity and globalisation of our communities and organisations. Chin et al. (2016) explain that traditional leadership models and competencies

may not be fully applicable to leaders with minority identities or to those leading within diverse or global workplace contexts. Chin et al. (2016) emphasise the fact that there is a "considerable need for new and more inclusive theories of leadership and for a re-examination of existing leadership frameworks for their applicability within more diverse and global populations" (p. 68). Taking into consideration limited South African research investigating leadership and diversity climates, combined with the call from Chin et al. (2016) to re-examine traditional leadership theories within diverse environments, the present study aims at filling this research gap by examining leadership styles, diversity climate and employee attitudes within a diverse South African environment.

AIMS AND OBJECTIVES

In view of the established direct independent relationships between transformational leadership, organisational diversity climate and organisational employee attitudes, coupled with the promising mediating characteristics of diversity climate in limited studies, we considered and propose the possibility of diversity climate mediating the relationship between transformational leadership and employee attitudes (job satisfaction, organisational commitment and intention to quit). Therefore, the primary aim of the present study was to investigate the mediating role of diversity climate on the relationship between transformational leadership and employee attitudes. The secondary objectives include determining and examining the relationships, including direct effects between transformational leadership and diversity climate; transformational leadership and employee attitudes; and finally, diversity climate and employee attitudes.

RESEARCH METHOD

Research design and approach

The study followed a quantitative approach with a cross-sectional design. The cross-sectional design was considered most suitable for this study as the assessment of the relationships between transformational leadership, diversity climate and employee commitment was measured at a specific point in time, without any planned intervention. Questionnaires were considered the most appropriate method of collecting data. A final research proposal was sent for consideration to the ethics committee of the institution and to obtain permission to collect data for the purpose of the study. The study obtained a minimal risk classification (NWU-00602-20-A4).

Permission was obtained from all participating organisations and the surveys were distributed via human resource managers, heads of departments and team leaders. The anonymous nature of the study was thoroughly explained, indicating clearly that no personal information was required. Adequate time was allowed for participants to complete the questionnaire and completed questionnaires were collected at arranged central points.

Participants, data collection and sample characteristics

A non-probability convenience sample was used to collect data from South African companies situated in the Gauteng province. A total of 230 responses could be used from the 820 distributed questionnaires, resulting in a 28% response rate. Unfortunately, it is presently quite common for researchers to obtain low response rates. Lower frequencies could be a sign of our busy lifestyles (Carley-Baxter et al., 2009). The sample characteristics are depicted in Table 1.

Table 1

Sample Biographical and Demographic Characteristics

Biographical element	**Percentage**
Date of birth	
1945-1950	2%
1951-1960	4.4%
1961-1970	17.4%
1971-1980	18.4%
1981-1990	38.1%
1990 and onward	19.7%
Gender	
Male	52.9%
Female	47.1%
Qualifications	
Matric/Grade 12	17.9%
Post-matric qualification (diploma)	17.5%
University degree (BA, BCom, BSc etc.)	29.2%
Postgraduate degree	35.4%
Demographic/Ethnic group	
White	69.3%
Black	24.9%
Indian	2.7%
Coloured	1.9%
Other	1.1%
Employment status	
Permanent	82.6%
Temporary	17.4%
Level of employment	
Senior management	15.3%
Middle / Line management	45.1%
General worker	39.6%

Measuring instruments

The measuring instrument comprised a combination of four main sections. The first section focused on obtaining demographic information, while the remaining three sections collected data on transformational leadership, diversity climate and organisational commitment.

The *demographic section* collected information on participants' date of birth, gender, ethnicity, and tenure.

Transformational leadership comprised six key behaviours as described by Podsakoff et al. (1990). The six elements include identifying and articulating a vision; providing an appropriate model; fostering the acceptance of group goals; high performance expectations; providing individualised support; and intellectual stimulation (Podsakoff et al., 1990). Research from Engelen, Gupta, Strenger, and Brettel (2015) and Jackson (2017) applied the same six key behaviours for transformational leadership. The instrument makes use of a 7-point Likert-scale, with 1 denoting *disagree strongly* and 7 denoting *strongly agree*. A typical item is "My manager has a clear understanding of where we are going". The original research (Podsakoff et al., 1990) reported a Cronbach alpha of .87 for the combined leadership variable. A South African application of the transformational leadership scale by Podsakoff et al. (1990) reported Cronbach alpha scores ranging from 0.75 to 0.94 for the six key behaviours (Jackson, 2017).

The diversity climate variable was determined by a diversity climate measuring instrument, originally developed by McKay et al. (2007). The instrument comprises nine scale items and captures individuals' perceptions on how the organisation was able to meet their expectations regarding eliminating discrimination and creating an environment of inclusiveness (McKay et al., 2007). The diversity climate measuring instrument makes use of a 5-point Likert-scale, with 1 denoting '*well below expectations*' and 5 denoting '*well above expectations*'. A sample item in the measuring instrument from McKay et al. (2007) requested participants to indicate how the organisation "Maintains diversity-friendly work environment". The original results from McKay et al. (2007) reported a Cronbach alpha score of 0.91 when reporting on the reliability of the scale. A previous South African application of the instrument in a tertiary environment reported a Cronbach alpha of 0.90 (McCallaghan & Heyns, 2016).

The *employee commitment* variable was determined with an application of the "organisational commitment" construct in the Psycones (psychological contracts across employment situations) questionnaire (Kerstin, 2002). The organisational commitment scale comprises five scale items and makes use of the same 5-point Likert-scale with 1 denoting *strongly disagree* and 5 denoting *strongly agree.* A typical item to determine organisational commitment is "Even if this organisation or client was not doing too well, I would be reluctant to change to another employer or client". A South African application of the measuring instrument reported a Cronbach alpha score of 0.72 (Walters, 2008).

The *intention to quit* dimension was measured by the Psycones questionnaire (psychological contracts across employment situations), developed by Kerstin (2002). The scale makes use of a 5-point Likert-scale, ranging from 1 = *strongly disagree* to 5 = *strongly agree*. A typical item is "These days, I often feel like quitting". A higher score would be an indication that respondents are likely to quit or exit their current employment, while a lower score would indicate that respondents do not really have the intention to quit their current employment. A South African application of the measuring instrument recorded a Cronbach alpha of 0.93 (Walters, 2008).

The *job satisfaction* dimension was measured with the short version of the Minnesota Job Satisfaction Questionnaire (MSQ) (Weis *et al*., 1967). The short version of the MSQ is made up of 20 scale items and measures intrinsic, extrinsic and general satisfaction (Weis et al., 1967). The MSQ offered five options for each statement, ranging from (1) *very dissatisfied* to (5) *very satisfied*. A typical item from the questionnaire would be "Being able to keep busy all the time". A South African application of the short version of the MSQ reported a Cronbach alpha of 0.96 for an aggregated job satisfaction score (Rothmann et al., 2000).

Statistical analysis

Exploratory factor analysis was conducted on all factors individually. Principal component analysis was used as extraction method and the rotation method applied was the Oblimin with Kaiser normalisation. The examination of eigenvalues and scree plots indicated one dimensional factor for all factors. Eigenvalues larger than 1.00 were used as criteria for factor selection, as proposed by Field (2009). Descriptive statistics (means, standard deviations, kurtosis and skewness) were calculated in order to determine central tendencies and normality. Sufficient normality was considered at 2.00 for skewness (Finch & West, 1997) and 4.00 for kurtosis (Field, 2009). In terms of reliability, Cronbach alphas and inter-item correlations were calculated. Sufficient reliability was considered at the proposed moderate level ($\alpha = 0.6$) as proposed by Robinson, Shaver, and Wrightsman (2011) for Cronbach alpha scores, and ($r = 0.10$) for inter-item correlation as prescribed by Pallant (2007).

In order to determine the relationships between the described variables, we conducted a Pearson's correlation analysis. Effect sizes were calculated with a confidence level set at

99%; $p < 0.01$ was considered significant. We interpreted the results by using the following criteria: 01 = small effect; 0.3 = medium effect; and 0.5 = large effect (Steyn, 1999). A threshold of 0.30 (medium effect) was set for practical significance of correlation coefficients (Cohen, 1988).

Simple mediation modelling was done with the PROCESS macros version 3 (Hayes, 2017) which was installed in SPSS. Three independent simple mediation models were tested. Mediation was established with the indirect effect using a percentile bootstrap estimation approach with 10 000 samples (Shrout & Bolger, 2002). An indirect effect from the bootstrap analysis was considered significant if the lower level confidence interval (LLCI) and upper level confidence interval (ULCI) excluded zero (Zhao et al., 2010). In order to meet the criteria for a complementary mediation as set by Zhao et al. (2010), the mediated and direct effects should both exist and point in the same direction.

RESULTS

Results are reported in three main sections. The first section reports on validity, the second section on reliability and descriptive statistics, while the final section reported on correlations and results obtained from the simple mediation modelling.

Exploratory factor analysis

The analysis of the diversity climate section (McKay et al., 2007) revealed that the first factor extracted explained 60.60% of the variance in total with an eigenvalue of 5.45 (KMO = 0.90). The transformational leadership section revealed the following results: Vision articulation had 78.21% of the variance explained with an eigenvalue of 3.91 for the first factor extracted (KMO = 0.87). Role modelling had 93.24% of the variance explained with an eigenvalue of 2.80 for the first factor extracted (KMO = 0.76). Goal acceptance had 88.17% of the variance explained with an eigenvalue of 3.53 for the first factor extracted (KMO = 0.87). High performance expectations had 78.77% of the variance explained with an eigenvalue of 2.36 for the first factor extracted (KMO = 0.70). Individual consideration had 56.39% of the variance explained with an eigenvalue of 1.69 for the first factor extracted (KMO = 0.50). Intellectual stimulation had 82.48% of the variance explained with an eigenvalue of 3.30 for the first factor extracted (KMO = 0.84).

The results for the organisational commitment variable revealed that the first factor extracted explained 56.01 of the variance with an eigenvalue of 2.80 (KMO = 0.79). The intention to quit had 77.25% of the variance explained for the first factor extracted with an eigenvalue of 3.09 (KMO = 0.88). With regards to the job satisfaction variable, the intrinsic satisfaction factor had 44.21% of the variance explained by the first factor extracted with an eigenvalue of 5.31. The extrinsic factor revealed a variance of 56.77% for the first factor extracted with an eigenvalue of 3.41 (KMO = 0.79). The general job satisfaction variable had 69.34% of the variance explained by the first factor extracted with an eigenvalue of 1.38 (KMO = 0.50).

Descriptive and reliability results

Table 2 comprises the descriptive and reliability scores for all variables and factors considered in this study.

Table 2

Descriptive and Reliability Results, Transformational Leadership, Diversity Climate and Employee Attitudes

Variable	Mean	SD	Skewness	Kurtosis	Cronbach alpha	Inter-item correlation
Diversity climate	3.39	0.78	-0.48	0.02	0.92	0.55
Transformational leadership	5.05	1.20	-0.97	0.17	0.86	0.70
Vison articulation	5.13	1.35	-0.99	0.41	0.93	0.73
Role modelling	5.05	1.67	-0.92	-0.22	0.96	0.89
Goal acceptance	5.22	1.47	-1.02	0.37	0.96	0.84
High performance expectations	5.43	1.24	-0.83	-0.05	0.86	0.68
Individual consideration	4.53	1.25	-0.30	0.17	0.62	0.27
Intellectual stimulation	4.95	1.41	-0.76	-0.05	0.93	0.77
Organisational commitment	4.00	0.68	-1.14	2.52	0.80	0.45
Intention to quit	2.48	1.11	0.42	-0.87	0.90	0.69
Intrinsic satisfaction	3.81	0.59	-0.44	0.36	0.88	0.38
Extrinsic satisfaction	3.38	0.82	-0.39	-0.11	0.84	0.47
General job satisfaction	3.64	0.79	-0.26	-0.19	0.58	0.39
Job satisfaction	3.66	0.61	-0.27	0.06	0.92	0.37

A closer inspection of the reliability scores in Table 2 reveals that the general job satisfaction factor ($\alpha = 0.58$; $r = 0.39$) recorded a Cronbach alpha score below the set threshold of 0.60. Considering the reliability scores for general job satisfaction, a decision was made to remove

this variable from further analysis. All of the remaining variables met the set threshold of (α = 0.60) for Cronbach alpha and inter-item correlations (r = 0.10).

The descriptive results further indicate all variables were in the respective scale's "positive" range. The results for the diversity climate observation recorded a mean score of 3.39, and transformational leadership 5.05. The organisational commitment variable recorded a mean score of 4.00, which implies respondents from the sample group were fairly committed towards their organisation. The intention to quit variable recorded a mean score of 2.48, which would indicate the respondents from the sample group are not actually demonstrating turnover intentions.

Correlation analysis

Table 3 displays the correlation analysis from the data obtained with statistical significance indicated in parentheses.

Table 3

Correlation Analysis

	Variable	1	2	3	4	5	6	7	8	9	10	11	12
1	Diversity climate	1											
2	Vision articulation	0.39**	1										
3	Role modelling	0.35**	0.84**	1									
4	Goal acceptance	0.39**	0.85**	0.87**	1								
5	High performance expectations	0.33**	0.68**	0.59**	0.69**	1							
6	Intellectual stimulation	0.38**	0.81**	0.81**	0.86**	0.70**	1						
7	Transformational leadership	0.39**	0.92**	0.93**	0.95**	0.74**	0.91**	1					
8	Organisational commitment	0.34**	0.40**	0.34**	0.63**	0.36**	0.35**	0.38**	1				
9	Intention to quit	-0.20**	-0.41**	-0.39**	-0.40**	-0.25**	-0.34**	-0.42**	-0.45**	1			
10	Intrinsic job satisfaction	0.30**	0.47**	0.50	0.54**	0.41**	0.51**	0.54**	0.52**	-0.45**	1		
11	Extrinsic job satisfaction	0.29**	0.68**	0.71**	0.71**	0.48**	0.67**	0.74**	0.41**	-0.53**	0.72**	1	
12	Job satisfaction	0.32**	0.59**	0.62**	0.65**	0.47**	0.61**	0.66**	0.52**	-0.53**	0.94**	0.90**	1

** Correlation is significant at the 0.01 level (2-tailed)

Results were interpreted as: 01= small effect; 0.3 = medium effect; and 0.5 = large effect.

A closer examination of Table 3 indicates that all transformational leadership variables demonstrate a positive significant relationship with diversity climate. The aggregate score for the relationship between diversity climate and transformational leadership was also positive

(r = 0.39; p < 0.01), which was interpreted as a medium practical effect. Diversity climate further revealed an inverse relationship with intention to quit (r = -0.20; p < 0.01) which was considered as a medium effect. This observation would translate into a situation whereby respondents who recorded higher levels of diversity climate were more inclined to document opinions of not quitting their current occupation. Furthermore, the relationship between diversity climate and organisational commitment was positive (r = 0.34; p < 0.01), while the relationship with job satisfaction was also positive (r = 0.32; p < 0.01). Both these relationships were considered as a medium practical effect.

The relationship between transformational leadership and organisational commitment (r = 0.38; p < 0.01) and job satisfaction (r = 0.66; p < 0.01) was also positive. The transformational leadership and organisational commitment relationship were considered a medium practical effect, while the relationship between transformational leadership and job satisfaction was considered as a large practical effect. Transformational leadership and intention to quit revealed an inverse relationship (r = -0.42; p < 0.01).

Simple mediation modelling

Three independent simple mediation models were tested. Transformational leadership was considered as the independent variable in each model, while diversity climate was considered as the proposed mediator. The dependant variables were considered as organisational commitment, intention to quit and job satisfaction. The results for the three independent models are depicted in Table 4 below.

Table 4

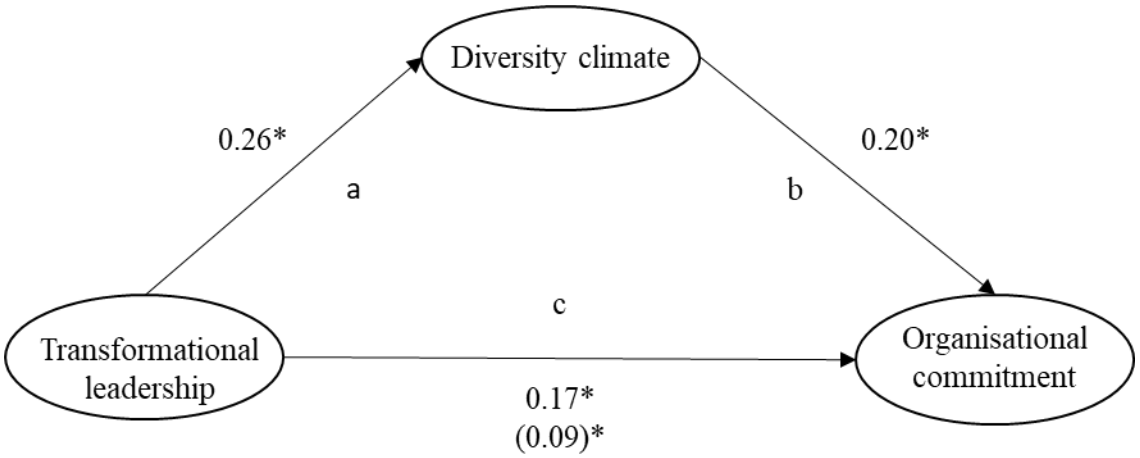
Standardised Regression Coefficients of the Variables: Transformational Leadership, Diversity Climate and Employee Attitudes

Model 1: Transformational leadership, diversity climate and organisational commitment	**Estimate**	**SE**	**Bootstrapping BC 95%CI**	
			Lower	**Upper**
Transformational leadership →	0.26*	0.04	0.18	0.34
Diversity climate (a)				
Diversity climate →	0.20*	0.06	0.09	0.31
Organisational commitment (b)				
Transformational leadership →	0.17*	0.04	0.10	0.24
Organisational commitment (c)				
Transformational leadership to organisational commitment via diversity climate	0.05	0.02	0.02	0.10
Model 2: Transformational leadership, diversity climate and intention to quit	**Estimate**	**SE**	**Bootstrapping BC 95%CI**	
			Lower	**Upper**
Transformational leadership →	0.26*	0.04	0.18	0.34
Diversity climate (a)				
Diversity climate →	-0.05	0.09	-0.23	0.13
Intention to quit (b)				
Transformational leadership →	-0.38*	0.06	-0.50	-0.26
Intention to quit (c)				
Transformational leadership to intention to quit via diversity climate	-0.01	0.03	-0.07	0.04
Model 3: Transformational leadership, diversity climate and job satisfaction	**Estimate**	**SE**	**Bootstrapping BC 95%CI**	
			Lower	**Upper**
Transformational leadership →	0.26*	0.04	0.18	0.34
Diversity climate (a)				
Diversity climate →	0.05	0.04	-0.03	0.13
Job satisfaction (b)				
Transformational leadership →	0.33*	0.03	0.27	0.38
Job satisfaction (c)				
Transformational leadership to job satisfaction via diversity climate	0.03	0.03	-0.03	0.09

$p < 0.05$ considered significant; SE: standard error; BC: bias corrected; CI: confidence interval

As indicated in Table 4, only Model 1 demonstrated adequate results to consider diversity climate as a mediator in the relationship between transformational leadership and organisational commitment. Neither Models 2 nor 3 demonstrated sufficient evidence to consider diversity climate as a mediator in the relationship between transformational leadership, intention to quit and job satisfaction respectively.

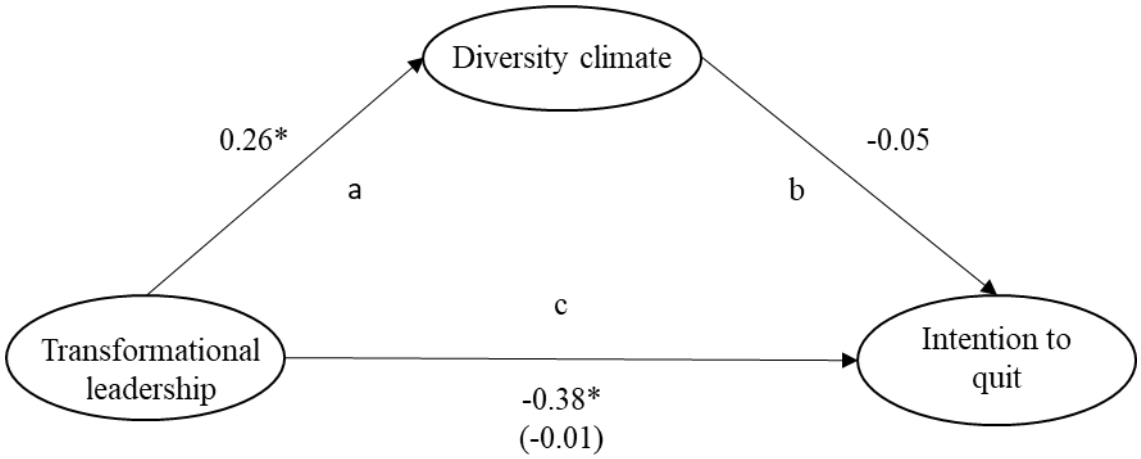
In terms of the results of Model 1, the first regression (a) with transformational leadership and diversity climate (mediator) was significant with $b = 0.26$, $t(228) = 6.45$, $p < 0.01$. The second regression (b) with diversity climate and organisational commitment (dependant variable) was also significant with $b = 0.20$, $t(227) = 3.48$, $p < 0.01$, while the third regression (c) was also significant where transformational leadership was considered the independent variable and organisational commitment the dependant variable; $b = 0.17$, $t(227) = 4.55$, $p < 0.01$. The results for the indirect effect revealed a significant result with $B = 0.05$, $SE = 0.02$, $LLCI = 0.02$ and $ULCI = 0.10$. The indirect effect from the bootstrap analysis with 95% confidence interval did not include zero; therefore, (*a x b*) is significant and consequently diversity climate can be considered as a mediator in the relationship between transformational leadership and organisational commitment. All three pathways (*a*, *b* and *c*) are significant and positive; for that reason, the mediation model was considered a "complementary mediation" model as prescribed by Zhao et al. (2010). The results for Model 1 are illustrated in Figure 2 below.



Notes: Value in parentheses represents the indirect effect of transformational leadership via diversity climate on organisational commitment. BC: bias corrected bootstrap approximation at 95% corrected confidence interval (two-sided). *N*=230. * Standardised path coefficients are significant at $p < 0.05$*.

Figure 2. Simple mediation Model 1: Transformational leadership, diversity climate and organisational commitment

The first regression (a) from Model 2 with transformational leadership and diversity climate (mediator) was significant with b = 0.26, t(228) = 6.45, p < 0.01. The second regression (b) with diversity climate and intention to quit (dependant variable) was not significant with b = -0.05, t(227) = -0.52, p = 0.60, while the third regression (c) was also significant where transformational leadership was considered the independent variable and intention to quit the dependant variable; b = -0.38, t(227) = -6.27, p < 0.01. The results for the indirect effect did not reveal a significant result with B = -0.13, SE = 0.03, $LLCI$ = -0.07 and $ULCI$ = 0.04. The values between the confidence interval did include zero and therefore diversity climate cannot be considered as a mediator in the relationship between transformational leadership and intention to quit. Results of Model 2 are illustrated in Figure 3.

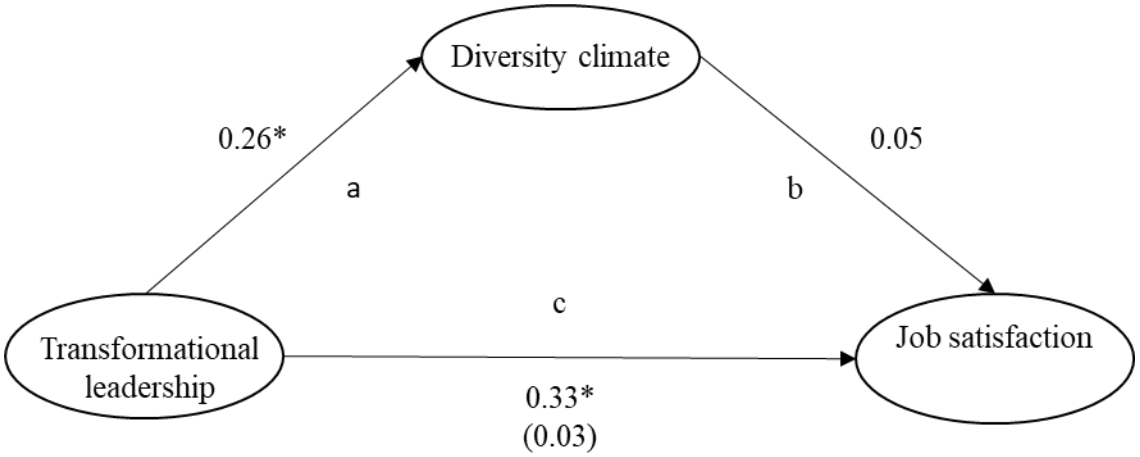


Notes: Value in parentheses represents the indirect effect of transformational leadership via diversity climate on intention to quit. BC: bias corrected bootstrap approximation at 95% corrected confidence interval (two-sided). N=230. * Standardised path coefficients are significant at p < 0.05*.

Figure 3: Simple mediation Model 2: Transformational leadership, diversity climate and intention to quit

The results from Model 3 indicate that the first regression (a) with transformational leadership and diversity climate (mediator) was significant with b = 0.26, t(228) = 6.45, p < 0.01. The second regression (b) with diversity climate and job satisfaction (dependant variable) was not significant with b = 0.05, t(227) = 1.21, p = 0.23, while the third regression (c) was also significant where transformational leadership was considered the independent variable and job satisfaction the dependant variable; b = 0.33, t(227) = 11.79, p < 0.01. The results for the indirect effect did not reveal a significant result with B = 0.03, SE = 0.03, $LLCI$ = -0.03 and $ULCI$ = 0.09. The values between the confidence intervals did include zero and therefore diversity climate cannot be considered as a mediator in the relationship between

transformational leadership and job satisfaction. Results of Model 3 are illustrated in Figure 4.



Notes: Value in parentheses represents the indirect effect of transformational leadership via diversity climate on job satisfaction. BC: bias corrected bootstrap approximation at 95% corrected confidence interval (two-sided). N=230. * Standardised path coefficients are significant at $p < 0.05$*.

Figure 4: Simple mediation Model 3: Transformational leadership, diversity climate and job satisfaction

DISCUSSION

The objectives of the study aimed to assess the associations, including direct effects, between transformational leadership, diversity climate and employee outcomes such as organisational commitment, intention to quit and job satisfaction. The objectives further proposed and tested three independent mediation models whereby diversity climate was considered the mediator between transformational leadership and employee attitudes (organisational commitment, intention to quit and job satisfaction).

Firstly, the current contribution towards diversity climate literature was a direct response to the call from McKay and Avery (2015) to expand diversity climate investigations in order to determine the mediating effects of the concept within the diversity management field. Results from our South African sample group indicate diversity climate to be a worthy mediator between transformational leadership and organisational commitment. However, the present study could not find statistical evidence that diversity climate could be considered a mediator in the relationship between transformational leadership, intention to quit and job satisfaction respectively.

With regards to the association between transformational leadership and diversity climate, all transformational leadership variables (articulating a vision, modelling, goal acceptance, high performance expectations, individual consideration and intellectual stimulation) were positively associated with diversity climate. Therefore, as far as the sample group is concerned, higher levels of leadership will also be associated with higher levels of positive perceptions towards diversity practices. This finding is supported by previous research (Ng & Sears, 2011). Taylor (2015) was also able to find support for a strong and positive relationship between transformational leadership and diversity climate. The results further demonstrate that the association of leadership with diversity climate is not only restricted to international samples, but is also evident within a multicultural environment such as South Africa.

In terms of transformational leadership and employee attitudes, results from the present study confirmed previous findings that transformational leadership will be positively associated and has a direct effect on organisational commitment (Tanner, 2007). Empirical results also confirm transformational leadership to positively affect and be associated with job satisfaction, similar to the findings of Rowald and Heinitz (2007). Furthermore, current findings demonstrate transformational leadership to be associated with intentions not to leave the current occupation; therefore confirming the findings from Sun and Wang (2017).

According to the interactional model of cultural diversity (IMCD) as developed by Cox (1994), a constructive diversity climate will have both individual and organisational benefits. The present study contributed to the current diversity climate literature by providing empirical evidence that a constructive diversity climate is positively associated with organisational commitment and job satisfaction, including evidence that diversity climate will predict higher levels of commitment amongst employees. Diversity climate was further associated with lower levels of turnover intentions. Results from the South African sample group therefore support the notion of the IMCD model as proposed by Cox (1994).

Managerial applications

The positive associations between transformational leadership and diversity climate, including the predicting capability of transformational leadership to a conducive diversity climate, should convince managers and leaders in South African organisations that transformational leadership development is a critical component for managing diversity. The

positive associations between transformational leadership and diversity climate can assist participating organisations during the screening process of future employees. Assessments indicating favourable levels of transformational leadership should most probably also demonstrate constructive levels of diversity climate, organisational commitment, job satisfaction and lower propensity towards turnover intentions.

Managers and leaders concerned with creating environments that demonstrate higher observations of commitment should not only focus on transformational leadership development, but also include attention towards the improvement of shared perceptions on how the organisation manages and values diversity.

Limitations and future research

While the study has made valuable contributions towards diversity climate literature, we were realistic that the study was not faultless. The quantitative cross-sectional research restricts cause-effect conclusions due to the measurement of transformational leadership, diversity climate and employee attitudes at one specific time. Researchers interested in determining if leadership development interventions would improve diversity climate employee outcome observations should make use of a longitudinal study. All data collected in this study was by means of questionnaires. Self-report assessments may in certain cases demonstrate common method bias. In order to minimize common source bias, future studies should consider careful assessment of the research environment in order to identify potential sources of bias, implementing both procedural and statistical methods to control for common source bias (Podsakoff, Mackenzie, & Lee, 2003). Lower reliability results (individual consideration and general job satisfaction) might be a result of the low number of scale items, but will still require attention for any future studies within a similar environment. Rephrasing with test and retest methodology would assist in attempts to improve reliability for these items.

Conclusion

Organisations that are keen at managing one of their valuable resources, namely their human capital, would realise that findings from this study indicate that they cannot merely rely on transformational leadership behaviours to improve employee commitment. What is also required, is careful attention to policies, practices and processes governing diversity, as shared perceptions in terms of diversity-related interventions can assist with improving employee commitment.

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CHAPTER 3: MANUSCRIPT 2

The indirect effect of servant leadership on employee attitudes through diversity climate in selected South African organisations

Manuscript 2, entitled "The indirect effect of servant leadership on employee attitudes through diversity climate in selected South African organisations", is aimed at examining secondary objectives of this study, namely to determine the nature of the relationship between servant leadership and diversity climate; determine the direct effect of servant leadership on diversity climate; examine the relationship and direct effects between servant leadership and the nominated employee attitudes (organisational commitment, intention to quit, and job satisfaction); establish the type and nature of the relationship, including direct effects between diversity climate and organisational commitment; establish the type and nature of the relationship, including direct effects between diversity climate and intention to quit; determine and explore the indirect effect of diversity climate on the relationship between transformational leadership and employee attitudes independently (job satisfaction, organisational commitment, and intention to quit); determine and explore the indirect effect of diversity climate on the relationship between servant leadership and employee attitudes independently (job satisfaction, organisational commitment, and intention to quit).

An article of this manuscript is currently under review at the *South African Journal of Human Resource Management* (SAJHRM). The author guidelines are attached at the end of this thesis and are marked as ANNEXURE D.

The following contributions were made in this manuscript:

- Conceptualisation of the study: Sean McCallaghan, Prof. L.T.B. Jackson and Prof. M.M. Heyns
- Literature search: Sean McCallaghan
- Reviewing of literature: Sean McCallaghan
- Collection of data: Sean McCallaghan
- Analysis of data and statistical results: Sean McCallaghan, Prof L.T.B. Jackson and Prof. M.M. Heyns
- Writing of manuscript and article: Sean McCallaghan
- Comments and guidance: Prof L.T.B. Jackson and Prof. M.M. Heyns

ABSTRACT

Orientation: Organisations are continuously diversifying their workforces and require information on how to benefit from positive outputs associated with improved diversity perspectives. Servant leadership might provide a solution to further improve diversity-related outputs. Literature proposes that servant leadership, diversity climate and employee outputs are related; yet, literature is silent on how these observations would operate in a transitional environment where organisations are intentionally attempting to correct inherited workforce imbalances.

Research purpose: The study examined servant leadership, diversity climate and employee attitudes including indirect effects of diversity climate on the relationship between servant leadership and employee attitudes.

Motivation for the study: Examinations of the indirect effects of diversity climate are limited.

Method: A quantitative approach with cross-sectional design collected 230 responses from a convenience sample. Respondents completed assessments for servant leadership, diversity climate, organisational commitment, job satisfaction and intention to quit. Statistical analysis included descriptive statistics, correlational analysis and three independent mediation models.

Main findings: Servant leadership and diversity climate are positively associated with organisational commitment, job satisfaction, and non-intention to quit. Servant leadership demonstrated a direct effect on diversity climate, organisational commitment, job satisfaction and non-intention to quit. Diversity climate had a positive impact on organisational commitment. Servant leadership demonstrated an indirect effect on organisational commitment via diversity climate.

Practical implications: The improvement of organisational commitment cannot only rely on servant leadership; a conducive diversity climate is also required.

Contribution and value-added: The examination contributes towards limited diversity climate research with evidence of the indirect capacity of diversity climate.

Keywords: Servant leadership, diversity climate, organisational commitment, job satisfaction, intention to quit

INTRODUCTION AND BACKGROUND

Our societies are becoming more diverse and we are witnessing an escalation of organisations that are moving away from merely managing diversity due to legal obligations to organisations that actively support and integrate diversity (Anand & Winters, 2008). A positive consequence for organisations embracing and strategically managing diversity includes several organisational and employee benefits (Joubert, 2017). Employees, who indicated that they are receptive towards diversity and especially the effective management of diversity, are more inclined to also consider their organisation's overall performance as positive. The associated advantages of increased diversity include increased sales performance (Richard, Stewart, McKay, & Sacket, 2017), organisational commitment, and job satisfaction (Hicks-Clarke & Iles, 2000). Diversification also attracts the attention of organisations as it has been proven that more diverse organisations have distinct competitive advantages over heterogeneous organisations (Süβ & Kleiner, 2007). Diversified organisations also have access to a larger and improved quality pool of human talent due to an increase in supply from future employees (Foster & Harris, 2000).

While the constructive benefits of a diverse organisation are noticeable, the negative consequences of increased diversity are also a reality many organisations face. These negative consequences include counterproductive effects (Joshi & Roh, 2009; van Dijk, van Engen, & van Knippenberg, 2012); dissatisfaction and conflict (Jayne & Dipboye, 2004); and in certain cases subtle discrimination (Ogbanna & Harris, 2006). In the context of this research, we shall focus on constructive and positive outcomes of diversity as we consider such studies as contributing towards developing solutions, rather than reconfirming the opposite effects.

The possible solution to perhaps gain full benefits associated with diversity and minimising the recorded negative associations might be found in leadership. Leadership plays an essential role in augmenting diversity outcomes, especially in supporting a climate respectful of differences, as well as affirming the fundamental worthiness of diverse employees, especially servant leadership (Gotsis & Grimani, 2016). It has also been recognised that servant leadership is a developing area that is linked to ethics, virtues and morality (Parris & Peachy, 2013). Servant leadership is also a form of leadership that articulates emotional, relational and moral dimensions of leadership very well (Reed, Cohen, & Colwell, 2011). Servant leadership is also about influence, caring, listening, creating a climate of love,

simplicity and consciousness, as well as contributing towards a stronger sense of interactional justice, optimistic attitude and commitment to change (Choudhary, Akhtar, & Zaheer, 2013; Kool & van Dierendonck, 2012).

There is enough evidence to indicate that servant leadership improves individual and team level effectiveness (Hu & Liden, 2011). According to Carter and Baghurst (2014), servant leadership has the potential to improve employee engagement, whilst Liden, Wayne, Zhao, and Henderson (2008) confirmed the relationship between servant leadership and organisational commitment. From a wellbeing perspective - reducing burnout and turnover intentions - Hunter, Neubert, Perry, Witt, Penney, and Weinberger (2013) found that servant leadership has a positive influence on individuals. Chan and Mak (2014) found evidence to indicate that servant leadership behaviour was strongly and positively associated with subordinates' trust in leader and job satisfaction - only for short-tenure subordinates - "implying that managers should differentiate leader tactics accordingly" (p. 280).

While the associated benefits of diversification are appealing to organisations, the landscape of diversity has also drawn the attention of researchers. Several diversity management practices and interventions have seen the light due to an ever increasing research interest in diversity as a result of diversification and globalisation. The study of diversity climate is also considered one of the new areas that researchers are starting to focus on in the world of diversity literature (Pugh, Dietz, Brief, & Wiley, 2008). Diversity climate entails how employees appreciate and form impressions of or perceptions on how well the organisation is performing on the diversity front, with specific perspectives on organisational diversity policies and practices (Pugh et al., 2008).

Taking into consideration the independent associations between servant leadership, diversity climate and employee attitudes, and that leadership is regarded as an important aspect to enhance the benefits of diversity (Wieland, 2004), the present study aims to answer a question whether diversity climate has an indirect effect on the relationship between servant leadership and the selected employee attitudes? The intended model is depicted in Figure 1.

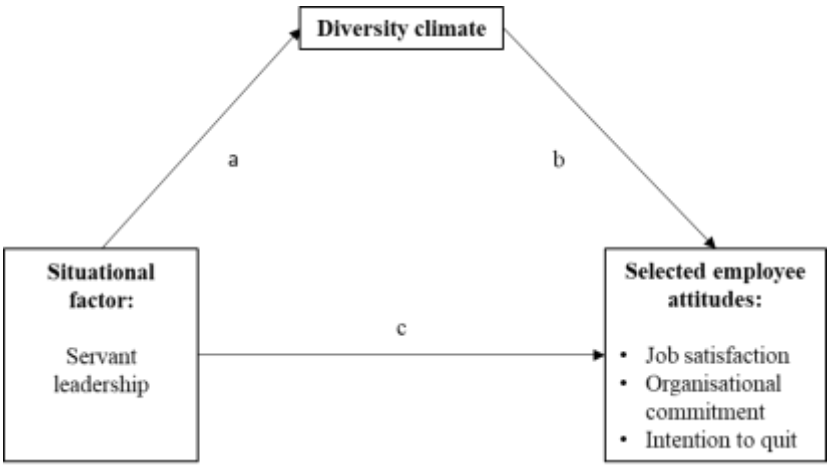


Figure 1. Servant leadership as model antecedent, diversity climate as mediator and employee attitudes as model outcome.

The following section is dedicated to previous literature findings on the proposed model variables.

LITERATURE REVIEW

Proposed model antecedent - Servant leadership

Originally proposed by Greenleaf (1977), servant leadership in principle is a service to followers. Servant leaders are also motivated by something more important than the need for power, namely the need to serve and, therefore, servant leaders would go beyond self-interest when leading others (Luthans & Avolio, 2003). According to Hale and Fields (2007), servant leadership is "an understanding and practice of leadership that places the good of those led over the self-interest of the leader, emphasizing leader behaviours that focus on follower development, and de-emphasizing glorification of the leader (p. 397). Servant leadership further emphasises moral behaviour, protecting followers from leaders who act in self-gain or selfishness (Liden et al., 2008). Servant leaders also exhibit the ability to recognise their moral responsibility towards the success of the organisation, and the success of their subordinates, the organisation's clients and any other interested party (Ehrhart, 2004). According to Reed et al (2011), servant leaders would typically display behaviours of interpersonal support, building community, altruism, egalitarianism and moral integrity. Although servant leadership demonstrates several similarities with other leadership styles, it offers a more distinctive influence on organisational stakeholders (Choudhary et al., 2013)

Proposed mediator - Diversity climate

The composition of the modern workforce has changed considerably over recent years and has stimulated an interest in shared diversity perceptions, known as diversity climate (Pugh et al., 2008). Diversity climate is considered an emerging area of research that studies employees' perceptions of an organisation's diversity-related policies, practices and procedures (Ziegart & Hanges, 2005). According to Mor Barak, Cherin, and Berkman (1998), individuals form perceptions about the stance of an organisation's diversity as well as their own stance of diversity. Mor Barak et al. (1998) further defined diversity climate as "employee behaviours and attitudes that are grounded in perceptions of the organisational context related to women and minorities" (p. 83). Although Mor Barak et al.'s (1998) definition is still relevant, recent literature has extended the conceptualisation of diversity climate to include multicultural perspectives; in other words, situations where cultural security, cultural diversity and cultural equity are embodied and promoted (Ojukwu & Oni, 2017). It is especially the diversity climate view of Hofhuis, Pernill, van der Rijt, and Vlug (2016) that clearly conceptualised these interrelated diversity disciplines. Hofhuis et al. (2016) illustrate diversity climate as an environment characterised by situations where employees can freely discuss their cultural heritage and display cultural behaviours. This conceptualisation (Hofhuis et al., 2016) also relates to environments where diversity is actively promoted with a belief that cultural differences provide value to the team or organisation.

While the focus on a constructive diversity climate should be emphasised for this particular study, we cannot ignore the benefit associated with an accurate assessment of an organisation's diversity climate. The end result for organisations wishing to manage one of their most valuable resources would largely depend on employees' perceptions of diversity management initiatives (Kaplan, Wiley, & Maertz, 2011). Employees scrutinise their organisation's diversity-related policies, practices and even work environment and form perceptions on how well their organisation is doing in terms of valuing diversity (Madera, Dawson, & Neal, 2013). Organisations, that would like to benefit from the positive performance associated with diversity, should also take care of how employees perceive their efforts towards supporting and driving diversity initiatives (Mor Barak et al., 1998).

Therefore, diversity climate refers to the aggregate employee perceptions in terms of the organisation's diversity-related formal structure characteristics and informal values

(Gonzalez & Denisi, 2009). The perceptions employees form on whether an organisation is fair towards all groups are essential to the diversity climate and relate to how employees perceive organisational efforts towards inclusion or exclusion of individuals from diverse backgrounds (Mor Barak et al., 1998). The explanation of diversity climate by Hofhuis, van der Zee and Otten (2012) captures the present study's view on diversity climate accurately. Hofhuis et al. (2012) consider diversity climate as "the degree to which an organisational climate facilitates the presence of cultural differences, and views this diversity as a positive asset" (p. 969). The view of Hofhuis et al. is specifically applicable to South African organisations that employ a wide range of diverse employees, all with different diverse cultural backgrounds.

Proposed model outcome - Employee attitudes

Although several employee attitudes exist in mainstream research, the current study focused on organisational commitment, intention to quit, and job satisfaction. The selection of these employee attitudes was jointly based on organisational benefits associated with these selected employee attitudes and their proven impact as positive consequences of a constructive diversity climate. During a review study of diversity climate, McKay and Avery (2015) reported that diversity climate was associated with a decrease in turnover intention, improved organisational commitment and job satisfaction.

Organisational commitment refers to an employee's solid belief in the organisation's goals and values. It further entails an employee's enthusiasm to demonstrate additional effort on behalf of the organisation, coupled with a wish to remain a member of the specific organisation (Mowday, Porter, & Steers, 1982). It is well recorded that organisational commitment comprises affective, continuance and normative commitment. Affective commitment contains value similarities between the employees and the organisation, and is frequently a result of the compatibility between employee objectives and values and organisational goals (Suliman & Iles, 2000). Continuance commitment refers to an employee's continued connection with an organisation due to the perceived high costs and risks involved when leaving an organisation (Curtis & Wright, 2001), while normative commitment refers to an employee's feelings of having an obligation to stay with the organisation (Allen & Meyer, 1996). Employees who demonstrate high levels of organisational commitment have a propensity to remain with the organisation and continue to demonstrate constructive behaviours that result in organisational performance

(Vandenberghe, Bentein, & Stinglhamber, 2004). For the purpose of this study, the focus was directed towards affective commitment, as this form of commitment has seen the most interest amongst researchers (Albrecht, Bakker, Gruman, Macey, & Saks, 2015).

According to Boshoff, Van Wyk, Hoole, and Owen (2002), intention to quit is considered as the strength of a person's view that he or she does not want to stay with the current employer, while according to Bothma and Roodt (2012), intention to quit is the realisation of the employee and his or her willingness to purposely leave the organisation. Intention to quit is considered as the final step in the withdrawal process (Bothma & Roodt, 2012). The benefits associated with a reduction in an employee's intention to quit have consistently been associated with both job satisfaction and organisational commitment (Yalabik, Popaitoon, Chowne, & Rayton, 2013).

Job satisfaction entails how an individual "feels" about and thinks of his or her job (Colquitt, Lepine, & Wesson, 2011). Job satisfaction can be classified into two dimensions, namely intrinsic and extrinsic satisfaction. Intrinsic satisfaction refers to the employee's job content, such as independence, an assortment of skills, supervision, and amount of responsibility, while extrinsic satisfaction is related to the work environment, including incentives, rewards, promotion opportunities, safety, and satisfactory working hours (Chatzoglou, Vraimaki, Komsiou, Polychrou, & Diamantidis, 2011). Job satisfaction has also been associated with organisational performance in the form of total asset turnover, revenue per employee, labour costs per employee and earnings before taxes per employee (Bakotić, 2016). Job satisfaction is therefore an important organisational aspect which would require continuous management.

Servant leadership, diversity climate and employee attitudes

In terms of servant leadership in relation to diversity climate and employee attitudes, van Dierendonck (2011) established that servant leadership is highly related to organisational cultures and climates for inclusion. Gotsis and Grimani (2016) explain servant leadership as one of the leadership styles that might be of a "particular interest to the endeavour of nurturing inclusive climates" (p. 985). Servant leaders will typically motivate and encourage equitable and socially responsible practices, as well as interventions that will decrease tensions between subgroups, which are, in turn, expected to encourage followers' feelings of belongingness (Gotsis & Grimani, 2016). Not only has servant leadership been established as a worthy contributor towards organisational performance (Leem, 2015), but has also been associated with lower observations of intention to quit (Brohi, Jantan, Sobia, & Pathan,

(2018), improved organisational commitment (Jang & Kandampully, 2018), and increased job satisfaction (Cerit, 2009).

According to Gonzalez and Denisi (2009), diversity climate will have an impact on organisational performance in the form of productivity and a return on profit. Consequences of diversity climate have not been restricted to the organisational level. On the employee level, diversity climate has demonstrated an inverse relationship with intention to quit (Gonzalez & Denisi, 2009) and a positive direct association with organisational commitment (Gonzalez & Denisi, 2009; Parks, Knouse, Crepeau, & McDonald, 2008). Diversity climate has furthermore demonstrated a direct positive association with job satisfaction (Choi, 2013; Parks et al., 2008). According to Brimhall, Lizano, and Mor Barak (2014), diversity climate will have a direct effect on job satisfaction, which, in return, will have a reduction on intention to leave.

According to McKay and Avery (2015), limited studies have explored diversity climate as mediator. However, from a South African perspective, McCallaghan, Jackson, and Heyns (2019) found evidence to suggest that diversity climate can be considered a mediator in the relationship between transformational leadership and organisational commitment.

RESEARCH OBJECTIVES

The corruptive and mismanagement of South African organisations is currently considered as a large scale problem and research suggests that agencies combating corruption are not performing well (Budhram & Geldenhuys, 2018). Due to servant leadership's emphasis on integrity and morality and the fact that South Africa is further attempting to redress inherited imbalances (Jackson, van der Vijver, & Molokoane, 2012), whilst also combating corruption, this study considered the examination of the relationship between servant leadership, diversity climate and employee attitudes as a relevant investigation. According to Covey (2006), servant leadership is very applicable to South Africa as this form of leadership displays moral authority, humility, service and sacrifice that can lead to trust and respect.

Researchers have further indicated that empirical evidence demonstrating the effect of servant leadership on job outcomes is relatively scarce (Chiniara & Bentein, 2016), together with studies examining variables that could possibly mediate the relationship between servant leadership and employee outcomes (Panaccio, Donia, Saint-Michel, & Liden, 2015). Chin, Desormeaux, and Sawyer (2016) called for a re-examination of leadership theories in diverse

settings. To the best of our knowledge, there is no research exploring any relationship between servant leadership and diversity climate and employee attitudes in a South African context. According to McKay and Avery (2015), researchers should test leadership as a non-traditional antecedent of diversity climate and also consider diversity climate as a mediator in possible future studies.

Therefore, the objective of the study is to determine the indirect effect of servant leadership on selected employee attitudes (organisational commitment, intention to quit, and job satisfaction) through diversity climate. Secondary objectives include to determine and examine relationships and direct effects between the variables under investigation.

STUDY METHODOLOGY

Research design and approach

The present study applied a quantitative approach with a cross-sectional design. A cross-sectional design was considered appropriate, as it can explain connections amongst variables and serve as the foundation for understanding and theorising occurrences (Spector, 2019). Servant leadership, diversity climate and employee attitudes (organisational commitment, intention to quit, and job satisfaction) were assessed at a single point in time and therefore the cross-sectional design was further considered appropriate. The anonymous nature of the study ensured that the study obtained a minimal risk classification. Questionnaires were only distributed to selected Gauteng-based South African organisations after permission had been granted via human resource managers, heads of departments or team leaders. Objectives of the study and confidentiality were also communicated. After a set time, questionnaires were collected from central points at each participating organisation.

Participants and sampling

Data was primarily collected - through a non-probability convenience sample - from employed individuals at South African-based organisations. Organisations from the manufacturing, financial, retail and industrial sectors were included in the sample. In total 820 questionnaires were distributed. A total of 230 responses could be used, resulting in a 28% response rate. The sample characteristics are depicted in Table 1.

Table 1

Sample Characteristics

Biographical element	Percentage
Date of birth	
1945-1950	2%
1951-1960	4.4%
1961-1970	17.4%
1971-1980	18.4%
1981-1990	38.1%
1990 and onward	19.7%
Gender	
Male	52.9%
Female	47.1%
Qualifications	
Matric/Grade 12	17.9%
Post-matric qualification (diploma)	17.5%
University degree (BA, BCom, BSc etc.)	29.2%
Postgraduate degree	35.4%
Demographic/Ethnic group	
White	69.3%
Black	24.9%
Indian	2.7%
Coloured	1.9%
Other	1.1%
Employment status	
Permanent	82.6%
Temporary	17.4%
Level of employment	
Senior management	15.3%
Middle / Line management	45.1%
General worker	39.6%

Measuring instruments

The measuring instrument consisted of four main sections. The first section collected biographical data, with the final three sections collecting data relating to observations on servant leadership, diversity climate and employee attitudes, respectively. The measuring instrument comprised the following:

The *biographical section* collected authentic data from respondents, including year of birth, gender, ethnicity, employment status, and tenure.

The *servant leadership* dimension was measured by the *Executive Servant Leadership Scale* (ESLS) as developed by Reed et al. (2011). The ESLS comprises elements of servant leadership, namely interpersonal support, building community, altruism, egalitarianism and moral integrity. The ESLS has 55 scale items and makes use of a 5-point Likert-scale where 1 = *totally disagree* and 5 = *totally agree*. A typical item from the ESLS is "Considers the effects of organisational decisions on the community". A recent South African application of the ESLS reported the following Cronbach alpha scores: Interpersonal support ($\alpha = 0.94$), building community ($\alpha = 0.85$), altruism ($\alpha = 0.92$), egalitarianism ($\alpha = 0.84$), and moral integrity ($\alpha = 0.90$) (Van Heerden, 2014).

The *one-dimensional diversity climate* was measured with the diversity climate instrument developed by McKay et al. (2007). The instrument (with nine scale items) measures individuals' perceptions regarding the commitment of the organisation towards eliminating discrimination and creating an environment of inclusivity (McKay et al., 2007). The *one-dimensional diversity climate* instrument makes use of a 5-point Likert scale, ranging from (1) *well below expectations* to (5) *well above expectations*. A typical item is "Respect perspectives of people like me". The original application of the one-dimensional diversity climate instrument recorded a Cronbach alpha of 0.91 (McKay et al., 2007).

The *job satisfaction* dimension was measured with the short version of the Minnesota Job Satisfaction Questionnaire (MSQ) (Weis et al., 1967). The short version of the MSQ comprises 20 scale items and measures intrinsic, extrinsic and general satisfaction (Weis et al., 1967). The MSQ offered five options for each statement, ranging from (1) *very dissatisfied* to (5) *very satisfied*. A typical item from the questionnaire is "Being able to keep busy all the time". In terms of reliability for the short version of the MSQ, a South African

study reported a Cronbach alpha of 0.96 for an aggregated job satisfaction score (Rothmann, Scholtz, Fourie, & Rothmann, 2000).

The *employee commitment* variable was determined with an application of the "organisational commitment" construct in the Psycones questionnaire (psychological contracts across employment situations; Kerstin, 2002). The organisational commitment scale comprises five scale items, ranging from (1) *strongly disagree* to (5) *strongly agree*. A typical item to determine organisational commitment is "Even if this organisation or client was not doing too well, I would be reluctant to change to another employer or client". A South African application of the measuring instrument reported a Cronbach alpha of 0.72 (Walters, 2008).

The *intention to quit* dimension was measured by the "intention to quit" construct in the Psycones questionnaire as developed by Kerstin (2002). The four-item scale makes use of a 5-point Likert-scale, ranging from (1) *strongly disagree* to (5) *strongly agree*. A typical item to quantify the specific measurement is "These days, I often feel like quitting". A higher score would be an indication of the likelihood of respondents quitting or exiting their current employment, whilst a lower score would be an indication that respondents do not really show a propensity to quit their present employment. A South African application of the measuring instrument recorded a Cronbach alpha of 0.93 (Walters, 2008).

Statistical analysis

The statistical analyses were captured and analysed with SPSS (2018) version 25.0. An exploratory factor analysis was conducted for each separate variable. Sample adequacy was considered with the Kaiser-Meyer-Olkin (KMO) of sample adequacy; principle component analysis was used as extraction method. Sample adequacy was considered for KMO values close to one (1) (Field, 2009). Eigenvalues larger than 1.00 were used as criteria for factor selection (Field, 2009). Studies that administered similar techniques in order to determine separate validity include a personal resource, transformational leadership and employee attitudes study by Jackson (2017).

Descriptive statistics (means, standard deviations, skewness and kurtosis) were also calculated. Normality was considered at 2.00 for skewness (Finch & West, 1997) and 4.00 for kurtosis (Field, 2009). Cronbach alphas and inter-item correlations were computed in order to determine reliability. Adequate reliability was considered at $\alpha > 0.60$ = moderate (Robinson, Shaver, & Wrightsman, 1991) and $r = 0.10$ for inter-item correlations (Pallant, 2007).

Pearson correlations were calculated in order to determine the relationships between variables. Effect sizes were set at a confidence level of 99% with $p < 0.01$, viewed as significant. We classified effect sizes with 0.1 denoting a small effect; 0.3 a medium effect; and 0.5 a large effect (Steyn 1999). The minimum criterion for practical significance was set at a medium effect of 0.30 (Cohen, 1988).

Mediation modelling was computed with PROCESS macros version 3 (Hayes, 2017) which was installed in SPSS. Mediation modelling also included standardised regression coefficients in order to determine predictor characteristics of the investigated variables. Mediation was verified with an indirect effect, using a percentile bootstrap estimation approach with 10 000 samples (Shrout & Bolger, 2002). An indirect effect from the bootstrap analysis was considered significant if the lower level confidence interval (LLCI) and upper level confidence interval (ULCI) excluded zero (0) (Zhao, Lynch, & Chen, 2010). A complementary mediation result could only be determined with existing mediated and direct effects pointing towards the same direction (Zhao et al., 2010).

RESULTS

Results are reported in three main sections. The first section reports on validity, the second section on reliability and descriptive statistics, whilst the final section reported on correlations, multiple regression and structural equation modelling.

Exploratory factor analysis

The results gathered from the separate exploratory factor analysis and inspections of scree plots and eigenvalues of the extracted factors indicated that all measurement scales applied in this study could be considered one-dimensional. Eigenvalues larger than 1.00 were used as criteria for factor selection, as proposed by Field (2009). The uni-factorial calculations extracted explained 60.60% of the variance with an eigenvalue of 5.45 (KMO = 0.90) in diversity climate. With regards to servant leadership, the uni-factorial solutions extracted explained 71.48% of the variance in interpersonal support with an eigenvalue of 4.29 (KMO = 0.90). The first factor extracted in building community explained 64.97% of the variance with an eigenvalue of 3.25 (KMO = 0.84), while in the altruism variable, the first factor explained 79.15% of the variance with an eigenvalue of 3.17 (KMO = 0.85). The egalitarianism factor had 75.56% of the variance explained by the first factor extracted with an eigenvalue of 3.02 (KMO = 0.81); and the moral integrity factor had 71.63% of the variance explained by the first factor explained with an eigenvalue of 4.30 (KMO = 0.92).

The results for the organisational commitment variable revealed that the first factor extracted explained 56.01 of the variance with an eigenvalue of 2.80 (KMO = 0.79). The intention to quit factor had 77.25% of the variance explained for the first factor extracted with an eigenvalue of 3.09 (KMO = 0.88). With regards to the job satisfaction variable, the intrinsic satisfaction factor had 44.21% of the variance explained by the first factor extracted with an eigenvalue of 5.31. The extrinsic factor revealed a variance of 56.77% for the first factor extracted with an eigenvalue of 3.41 (KMO = 0.79). The general job satisfaction variable had 69.34% of the variance explained by the first factor extracted with an eigenvalue of 1.38 (KMO = 0.50).

Descriptive and reliability results

The table below depicts the results obtained from descriptive and reliability statistical calculations.

Table 2

Descriptive and Reliability Results, Servant Leadership, Diversity Climate and Employee Attitudes

Variable	Mean	SD	Skewness	Kurtosis	Cronbach alpha	Inter-item correlation
Diversity climate	3.39	0.78	-0.48	0.02	0.92	0.55
Interpersonal support	3.58	0.90	-0.66	-0.00	0.92	0.66
Building community	3.64	0.75	-0.70	0.49	0.86	0.56
Altruism	3.46	0.93	-0.55	-0.10	0.91	0.72
Egalitarianism	3.51	0.92	-0.69	0.00	0.89	0.67
Moral integrity	3.59	0.90	-0.74	0.19	0.92	0.66
Servant leadership	3.55	0.84	-0.68	0.13	0.97	0.63
Organisational commitment	4.00	0.68	-1.14	2.52	0.80	0.45
Intention to quit	2.48	1.11	0.42	-0.87	0.90	0.69
Intrinsic satisfaction	3.81	0.59	-0.44	0.36	0.88	0.38
Extrinsic satisfaction	3.38	0.82	-0.39	-0.11	0.84	0.47
General job satisfaction	3.64	0.79	-0.26	-0.19	0.58	0.39
Job satisfaction	3.66	0.61	-0.27	0.06	0.92	0.37

According to Table 2, the general job satisfaction ($\alpha = 0.58$; $r = 0.39$) factor documents an alpha score below the set threshold and was therefore removed from further analysis. Reliability scores for the remaining variables were deemed acceptable. Skewness and kurtosis

scores were also within acceptable thresholds (skewness = 2.00; kurtosis = 4.00) and data was considered a normal distribution.

A closer inspection of Table 2 further demonstrates that the main variables are all in their respective scales' "agree" range. The results for the diversity climate observation recorded a mean score of 3.39 and for servant leadership 3.55. The job satisfaction variable recorded a mean score of 3.66, which would suggest that the respondents are fairly satisfied with their current occupation. The intention to quit variable recorded a mean score of 2.48, which would indicate that the respondents from the sample group are not actually demonstrating turnover intention.

Correlation analysis

Table 3 below contains the results obtained from the correlation analysis. The purpose of the correlation analysis was to determine the extent and direction of the relationships between the variables under investigation.

Table 3

Correlation Analysis: Servant Leadership, Diversity Climate and Employee Attitudes

	Variable	1	2	3	4	5	6	7	8	9	10	11	12
1	Diversity climate	1											
2	Interpersonal support	0.38**	1										
3	Building community	0.48**	0.86**	1									
4	Altruism	0.38**	0.90**	0.83**	1								
5	Egalitarianism	0.34**	0.91**	0.78**	0.85**	1							
6	Moral integrity	0.37**	0.92**	0.86**	0.90**	0.89**	1						
7	Servant leadership	0.41**	0.97**	0.91**	0.95**	0.94**	0.97**	1					
8	Organisational commitment	0.34**	0.34**	0.35**	0.33**	0.35**	0.35**	0.36**	1				
9	Intention to quit	-0.20**	-0.40**	-0.34**	-0.32**	-0.35**	-0.37**	-0.36**	-0.45**	1			
10	Intrinsic job satisfaction	0.30**	0.51**	0.52**	0.50**	0.54**	0.53**	0.55**	0.52**	-0.45**	1		
11	Extrinsic job satisfaction	0.29**	0.74**	0.63**	0.72**	0.71**	0.72**	0.74**	0.41**	-0.53**	0.72**	1	
12	Job satisfaction	0.32**	0.65**	0.60**	0.63**	0.65**	0.65**	0.67**	0.52**	-0.53**	0.94**	0.90**	1

** Correlation is significant at the 0.01 level (2-tailed)

Results were interpreted as: 01= small effect; 0.3 = medium effect; and 0.5 = large effect.

According to the results in Table 3, all characteristics from servant leadership recorded significant correlations with diversity climate. The correlations ranged from $r = 0.38$ to $r = 0.48$ with all relationships considered as medium practical effect. The relationship between

servant leadership (aggregate) and diversity climate also yielded a positive result (r = 0.41, medium). Features of servant leadership further demonstrated significant relationships with employee attitudes. Servant leadership recorded a positive relationship with organisational commitment r = 0.36 (medium) and job satisfaction r = 0.67 (large). The relationship between servant leadership and intention to quit demonstrated an inverse relationship, r = -0.36 (medium). This result indicates that higher levels of servant leadership within the sample would be associated with lower feelings of turnover intention.

Diversity climate recorded positive associations with organisational commitment (r = 0.34) and job satisfaction (r = 0.32), with both relationships considered as medium. Diversity climate further had an inverse relationship with intention to quit (r = -0.20), which was interpreted as a medium effect. This would imply that respondents who indicated a positive perception towards diversity climate, would most probably also be associated with lower levels of intention to quit.

Simple mediation modelling

Three independent simple mediation models were tested through PROCESS (Hayes, 2017). Servant leadership was considered as the independent variable in each model, while diversity climate was considered as the proposed mediator. The dependant variables were considered as organisational commitment, intention to quit, and job satisfaction. The results for the three independent models are depicted in Table 4 below.

Table 4

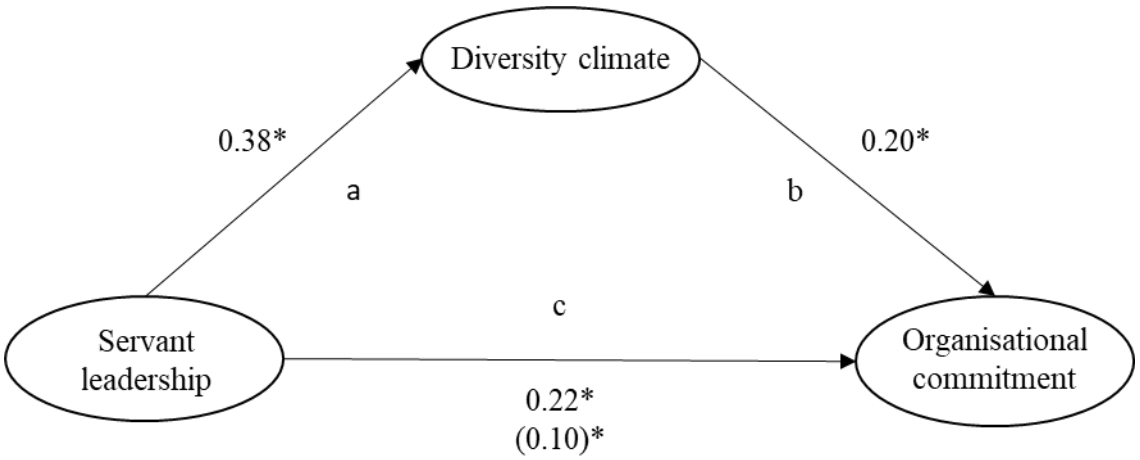
Standardised Regression Coefficients of the Variables: Servant Leadership, Diversity Climate and Employee Attitudes

Model 1: Servant leadership, diversity climate and organisational commitment	**Estimate**	**SE**	**Bootstrapping BC 95%CI**	
			Lower	**Upper**
Servant leadership →	0.38*	0.06	0.27	0.50
Diversity climate (a)				
Diversity climate →	0.20*	0.06	0.09	0.32
Organisational commitment (b)				
Servant leadership →	0.22*	0.05	0.11	0.32
Organisational commitment (c)				
Servant leadership to organisational commitment via diversity climate	0.10	0.03	0.04	0.17
Model 2: Servant leadership, diversity climate and intention to quit	**Estimate**	**SE**	**Bootstrapping BC 95%CI**	
			Lower	**Upper**
Servant leadership →	0.38*	0.06	0.27	0.50
Diversity climate (a)				
Diversity climate →	-0.07	0.10	-0.26	0.12
Intention to quit (b)				
Servant leadership →	-0.47*	0.09	-0.65	-0.30
Intention to quit (c)				
Servant leadership to intention to quit via diversity climate	-0.02	0.03	-0.08	0.05
Model 3: Servant leadership, diversity climate and job satisfaction	**Estimate**	**SE**	**Bootstrapping BC 95%CI**	
			Lower	**Upper**
Servant leadership →	0.38*	0.06	0.27	0.50
Diversity climate (a)				
Diversity climate →	0.04	0.04	-0.05	0.12
Job satisfaction (b)				
Servant leadership →	0.48*	0.04	0.40	0.55
Job satisfaction (c)				
Servant leadership to job satisfaction via diversity climate	0.02	0.03	-0.03	0.08

$p < 0.05$ is considered significant; SE: standard error; BC: bias corrected; CI: confidence interval

A closer inspection of Table 4 reveals that only Model 1 demonstrated adequate evidence to consider diversity climate as a mediator in the relationship between servant leadership and organisational commitment. Neither Models 2 nor 3 yielded a significant result when considering the indirect effect of servant leadership on intention to quit and job satisfaction individually through diversity climate.

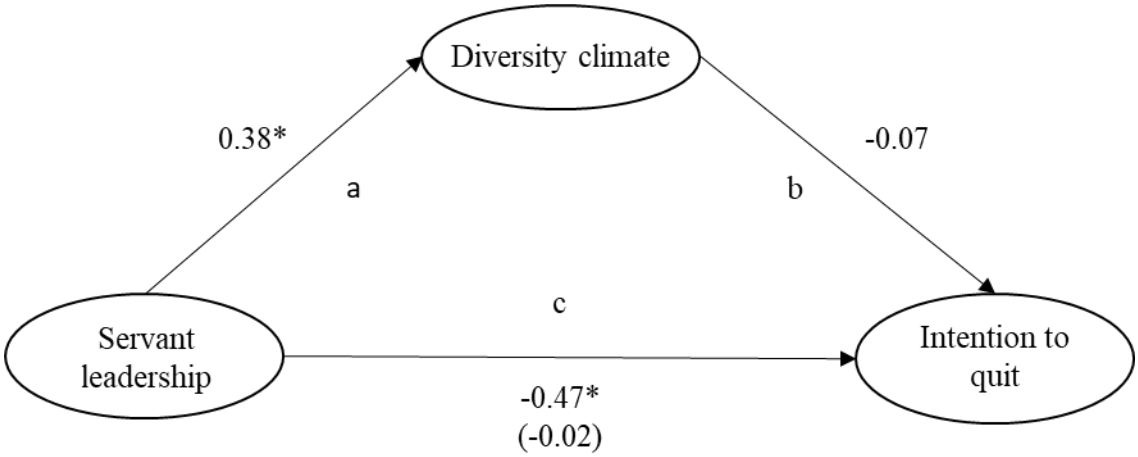
The results from Model 2 as depicted in Table 4 reveal the first regression (a) where servant leadership (independent variable) and diversity climate (mediator) revealed a significant result with $b = 0.38$, $t(228) = 6.81$, $p < 0.01$. The second regression (b) with diversity climate (mediator) and organisational commitment (dependant variable) was also significant with $b = 0.20$, $t(227) = 3.53$, $p < 0.01$, while the third regression (c) was also significant where servant leadership was considered the independent variable and organisational commitment the dependant variable with $b = 0.21$, $t(227) = 3.98$, $p < 0.01$. The results for the indirect effect revealed a significant result with $B = 0.10$, $SE = 0.03$, $LLCI = 0.04$ and $ULCI = 0.17$. The indirect effect from the bootstrap analysis with 95% confidence interval did not include zero; therefore, (*a x b*) is significant. Consequently, diversity climate can be considered as a mediator in the relationship between servant leadership and organisational commitment. All three pathways (*a, b* and *c*) are significant and positive; for that reason, the mediation model was considered a "complementary mediation" model as recommended by Zhao et al. (2010). The results for Model 1 are illustrated in Figure 2 below.



Notes: Value in parentheses represents the indirect effect of servant leadership via diversity climate on organisational commitment. BC: bias corrected bootstrap approximation at 95% corrected confidence interval (two-sided). N=230. * Standardised path coefficients are significant at $p < 0.05$*.

Figure 2. Simple mediation Model 1: Servant leadership, diversity climate and organisational commitment

The results from Model 2 indicate that the first regression (a) with servant leadership and diversity climate (mediator) demonstrated a significant result with b = 0.38, t(228) = 6.81, p < 0.01. The second regression (b) with diversity climate (mediator) and intention to quit (dependant variable) was not significant with b = -0.07, t(227) = -0.73, p = 0.47, while the third regression (c) yielded a significant result where servant leadership was considered the independent variable and intention to quit the dependant variable with b = -0.47, t(227) = -5.27, p < 0.01. The results for the indirect effect did not reveal a significant result with B = -0.02, SE = 0.03, $LLCI$ = -0.08 and $ULCI$ = 0.05. The values between the confidence interval did include zero and therefore diversity climate cannot be considered a mediator in the relationship between servant leadership and intention to quit. Results of Model 2 are illustrated in Figure 3.

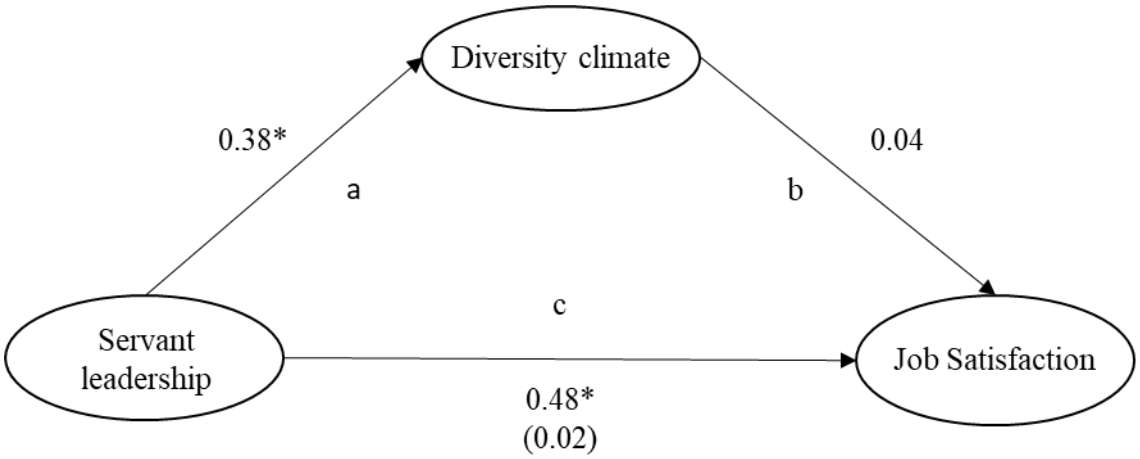


Notes: Value in parentheses represents the indirect effect of servant leadership via diversity climate on intention to quit. BC: bias corrected bootstrap approximation at 95% corrected confidence interval (two-sided). N=230. * Standardised path coefficients are significant at p < 0.05*.

Figure 3: Simple mediation Model 2: Servant leadership, diversity climate and intention to quit.

The results from Model 3 indicate that the first regression (a) with servant leadership and diversity climate (mediator) were significant with b = 0.38, t(228) = 6.81, p < 0.01. The second regression (b) with diversity climate (mediator) and job satisfaction (dependant variable) was not significant with b = 0.04, t(227) = 0.04, p = 0.38, while the third regression (c) produced a significant result where servant leadership was considered the independent variable and job satisfaction the dependant variable with b = 0.48, t(227) = 12.09, p < 0.01. The results for the indirect effect did not reveal a significant result with B = 0.02, SE = 0.03, $LLCI$ = -0.03 and $ULCI$ = 0.08. The values amid the confidence interval did include zero and

therefore diversity climate cannot be considered as a mediator in the relationship between servant leadership and intention to quit. Results of Model 3 are illustrated in Figure 4.



Notes: Value in parentheses represents the indirect effect of servant leadership via diversity climate on job satisfaction. BC: bias corrected bootstrap approximation at 95% corrected confidence interval (two-sided). *N*=230. * Standardised path coefficients are significant at $p < 0.05$*.

Figure 4: Simple mediation Model 3: Servant leadership, diversity climate and job satisfaction.

DISCUSSION

The objectives of the study were to examine three separate mediating models with diversity climate considered as mediator in the relationship between servant leadership and employee attitudes. The objectives further included an investigation into the relationships, including direct effects between servant leadership, diversity climate and the investigated employee outcomes (organisational commitment, intention to quit, and job satisfaction).

The results of the three separate mediation models could only find evidence that servant leadership would have an indirect effect on organisational commitment via diversity climate. Evidence could not be obtained to indicate a significant indirect effect of diversity climate on the relationship between servant leadership, intention to quit, and job satisfaction separately. Previous findings found evidence to suggest that diversity climate would mediate the relationship between a positive form of leadership (transformational) and organisational commitment (McCallaghan et al., 2019). The present study therefore confirms the mediating characteristics of diversity climate in the relationship of a positive form of leadership (servant leadership in the case of the present study) and organisational commitment.

The results reveal that servant leadership had a significant positive relationship with diversity climate. In reality this would translate to a situation where beneficial levels of servant leadership would also be associated with a constructive amount of diversity climate. In addition, servant leadership demonstrated a significant and positive direct effect with diversity climate, which translates to a situation where higher recordings of servant leadership would also result in a conducive diversity climate. The results of the present study therefore confirm the notions of Gotsis and Grimani (2016), and van Dierendonck (2011) who indicated that servant leadership is highly related to cultures and climates for inclusion. Therefore, the present study further contributes to the limited literature on diversity climate, providing empirical evidence that servant leadership can be associated with constructive levels of diversity climate; at the same time, positive levels of servant leadership are also likely to predict higher levels of diversity climate. Servant leadership symbolises an ethical element, to such an extent that servant leaders are considered as individuals that elevate more humane ideals, in particular, for individuals respecting diverse employees (Gotsis & Grimani, 2016).

Servant leadership further demonstrated a statistically significant and positive medium practical relationship with organisational commitment and an inverse medium practical relationship with employee's intention to quit. These results imply that within the South African sample group higher recordings of servant leadership would be associated with employees who are more committed and demonstrate a reduced propensity of quitting their current employment. The examinations of direct effects further demonstrate servant leadership to have a direct positive effect on organisational commitment and job satisfaction, and an inverse direct effect on employees' intention to quit. The results would translate into a situation where improved observations of servant leadership would result in improved levels of organisational commitment and job satisfaction, and would further result in employees not showing intentions to quit. The findings therefore confirm previous investigations that servant leadership would be associated with improved organisational commitment (Jang & Kandampully, 2018) and intentions not to quit (Brohi, Jantan, Sobia, & Pathan, (2018). Servant leadership recordings also demonstrated a statistically significant and practically large relationship with job satisfaction; therefore confirming the previous findings of Cerit (2009).

The findings pertaining to the relationships between diversity climate, organisational commitment, intention to quit, and job satisfaction reveal servant leadership to have a

positive relationship with organisational commitment and job satisfaction. Diversity climate further had an inverse relationship with employee's intentions to quit. The present study was therefore able to find support for previous findings indicating diversity climate to be positively associated with organisational commitment (Gonzalez & Denisi, 2009) and job satisfaction (Choi, 2013), and further demonstrating associations with non-intentions to quit (Gonzalez & Denisi, 2009). In reality these results suggest that higher observations of diversity climate of respondents within the sample group would also be associated with higher recordings of organisational commitment and job satisfaction, and lower recordings of intention to quit. Although these results should be considered as positive, the study was only able to find evidence that a constructive diversity climate would positively impact levels of organisational commitment.

Theoretical and implications for human resource practitioners

It is widely known that policies and practices related to effective diversity management are considered traditional antecedents of diversity climate (McKay & Avery, 2015). This study was able to demonstrate direct effects and positive associations between characteristics of servant leadership and a constructive diversity climate. As a supplement to effective diversity policies and practices, organisations should further benefit on the diversity front by implementing strategic development initiatives in terms of interpersonal employee support, community building, greater acts of humanity, increased observations of tangible fairness, and moral integrity.

While well formulated and governed policies and practices are important contributing factors towards an improved diversity climate, organisations should also manage diversity beyond normal legislative requirements (Gotsis & Kortezi, 2015). For organisations to experience the full benefit of a diversity climate, they are required to focus on discrimination and social justice improvement, as this will improve employee perceptions in terms of the total commitment towards diversity (Gotsis & Kortezi, 2015). The current study found evidence that although servant leadership might be sufficient to reduce employees' intention to quit their current occupations and improve their job satisfaction, managers and leaders would have to carefully consider how employees form perceptions regarding diversity, especially when attempting to improve organisational commitment. Therefore, managing diversity beyond legislative requirement can assist organisations to improve organisational commitment, especially when employees are subjected to servant leadership behaviours.

Limitations and future research

We are realistic that the present study is not faultless. The quantitative cross-sectional approach is a reflection of servant leadership, diversity climate and employee outcomes at a single point in time. Although cross-sectional investigations are valuable towards identifying certain observations at a single point in time (Spector, 2019), the long term causal effect of diversity-related interventions can only be confirmed with repeated examinations over a period of time. For example, future studies might consider to examine the observation of new employees with regards to servant leadership, diversity climate and employee outcomes and re-examine the same employees after a considerable employment period. Furthermore, a convenience sampling method was used to gather data and therefore population generalisation cannot be considered. Future studies should consider a mixed method with a stratified sampling technique, especially when investigating gender and ethnic differences within servant leadership.

The low reliability score for the general job satisfaction variable might be a result of low scale items; however, rephrasing the items with a test/retest method should be considered for future studies. Given the association between servant leadership and high morality, future studies should consider alternative leadership forms that also resemble high levels of morality and integrity when investigating relationships with diversity climate. Authentic and ethical leadership behaviour may be considered in this regard. Employee outcomes were restricted to individual attitudes and future South African studies should perhaps consider performance indicators as model outputs, including ethical behaviour and indicators of integrity.

Conclusion

The present study was able to find support that conducive levels of servant leadership should be able to positively impact levels of job satisfaction and decrease levels of an employee's intention to quit. However, the presence of servant leadership would not be sufficient to improve organisational commitment; positive shared perceptions on how well the organisation is managing and valuing diversity are necessary.

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CHAPTER 4: MANUSCRIPT 3

Examining the mediating effect of diversity climate on the relationship between destructive leadership and employee attitudes

Manuscript 3, entitled "Examining the mediating effect of diversity climate on the relationship between destructive leadership and employee attitudes", is aimed at exploring the secondary objectives of this study, namely to develop and administer an autocratic leadership measuring instrument; determine the nature of the relationship between autocratic leadership and diversity climate; determine the direct effect of autocratic leadership on diversity climate; examine the relationship and direct effects between autocratic leadership and the nominated employee attitudes (organisational commitment, intention to quit, and job satisfaction); establish the type and nature of the relationship, including direct effects between diversity climate and job satisfaction; establish the type and nature of the relationship, including direct effects between diversity climate and organisational commitment; and establish the type and nature of the relationship, including direct effects between diversity climate and intention to quit.

An article from this manuscript was published in the *Journal of Psychology in Africa* (JPA) on 16 December 2019. https://doi.org/10.1080/14330237.2019.1695078 The acceptance letter is marked as ANNEXURE F. The author guidelines for JPA are also attached at the end of this thesis as ANNEXURE E.

The following contributions were made in this manuscript:

- Conceptualisation of the study: Sean McCallaghan, Prof. L.T.B. Jackson and Prof. M.M. Heyns
- Literature search: Sean McCallaghan
- Reviewing of literature: Sean McCallaghan
- Collection of data: Sean McCallaghan
- Analysis of data and statistical results: Sean McCallaghan, Prof. L.T.B. Jackson and Prof. M.M. Heyns
- Writing of manuscript and article: Sean McCallaghan
- Comments and guidance: Prof. L.T.B. Jackson and Prof. M.M. Heyns

ABSTRACT

The study aimed to investigate the mediating effect of diversity climate in relation to destructive leadership and employee attitudes, including examining associations and direct effects between destructive leadership, diversity climate, and employee attitudes. In total, 230 responses were collected from a convenience sample. Descriptive statistics, correlations and simple mediation models were computed. Diversity climate demonstrated an indirect effect in relation to non-destructive leadership and organisational commitment, and job satisfaction respectively. Non-destructive leadership was associated with diversity climate and diversity climate also related to organisational commitment, job satisfaction, and non-intention to leave. Non-destructive leadership predicted a constructive diversity climate, lower levels of intention to quit, and higher levels of job satisfaction. Results further indicate direct effects between diversity climate, organisational commitment, and job satisfaction respectively. The examination concludes that non-destructive leadership is not sufficient to improve organisational commitment and job satisfaction; a conducive diversity climate is also required.

Keywords: Destructive leadership, autocratic leadership, diversity climate, intention to quit, South Africa, mediation

INTRODUCTION

The witnessed diversification of our societies and organisations due to globalisation is well recorded. The associated benefits of diversity attract the attention of both organisations and researchers. Diversity advantages include, amongst others, coverage for labour shortages (Doverspike, Taylor, Schultz, & McKay, 2000), improved organisational problem solving through creativity (Richard, Roh, & Pieper, 2013), and eventually an enhancement in organisational performance (Sacco & Schmitt, 2005). While the positive benefits are widely acknowledged, the opposite observations of diversity are also a reality. According to McCuistion, Wooldridge, and Pierce (2003), challenges associated with attaining inclusion through the commitment of increased diversity contain, amongst others, leadership concerns, work ethic challenges, workplace authority, mentoring, new work configurations and work-life balance. Increased levels of subtle discrimination due to increased diversity have also been recorded (Ogbanna & Harris, 2006). Increased diverse workgroups have also been associated with members that are less involved or committed towards work groups, decreased levels of satisfaction, poorer task performance, increased absenteeism, and turnover (Linnehan & Konrad, 1999).

The answer to a probing question in the form of what is required to materialise the full benefit of diversity and avoid the negative consequences can be found in leadership. Leadership and conducive forms of leadership, especially, have demonstrated the ability to improve diversity-related consequences; particularly a climate that supports differences as well as encouraging the inherent value of diverse employees (Gotsis & Grimani, 2016). Although the positive associations between diversity and effective leadership are well recorded, it is the "darker" side or specifically destructive leadership that is also making a steady rise in the field of diversity. It is especially the investigations of the actual occurrence of destructive leaders and the cost related to such a form of leadership that have both researchers and organisations intrigued (Schyns & Schilling, 2013). The consequences associated with destructive leadership can be considered as leader-related concepts, job-related concepts, organisational-related concepts and individual follower-related concepts. A destructive leader will find it difficult to create a situation where followers would eventually "follow" and, in return, the typical damaging leader would also find it difficult to create positive subordinate attitudes towards their employment (Schyns & Schilling, 2013).

The form of destructive leadership considered for the present study could best be described as autocratic leadership behaviour (Arevena, 2017). Specific consideration was given to autocratic leadership due to its close association with stereotyping (Stelter, 2002). Climates for diversity that are regarded toxic demonstrate signs of prejudice, stereotyping, and even ethnocentrism (Cox, 1993).

The emerging field of diversity climate interrogates areas pertaining to how employees understand and form impressions of organisational policies and practices in terms of diversity (Pugh, Dietz, Brief, & Wiley, 2008). An organisation's diversity climate reflects shared employee perceptions regarding the predicted consequences of various forms of workplace harassment and discrimination (Chin, 2009). As in the case of diversity, the concept of diversity climate has also been associated with outcomes in the form of employee attitudes (McKay & Avery, 2015). A constructive diversity climate is associated with several positive employee outcomes, including increased employee loyalty and reduced absenteeism (Cox, 1993). When seen in relation to destructive leadership that is associated with negative outcomes such as decreased levels of job satisfaction and increased employee turnover (Bass, 1990; Gerstner & Day, 1997), the question arises whether a constructive diversity climate could mediate the relationship between autocratic leadership and employee attitudes?

The following section will be dedicated to current literature findings on destructive leadership, diversity climate and associated employee outcomes with attention to organisational commitment, an employee's intention to quit, and job satisfaction. The remaining sections of this manuscript will address the methods applied, results, final discussion and conclusion.

LITERATURE REVIEW

Destructive leadership – Autocratic leadership

According to literature, destructive leadership characterises a typical leader that yields undesired damaging effects on an organisation´s goals, tasks, resources, efficiency and/or the motivation, well-being or job satisfaction of his or her followers or employees (Einarsen, Aasland, & Skogstad, 2007). While destructive leadership can take on several forms, researchers have identified several behaviours associated with destructive leadership. These behaviours, amongst others, include autocratic leadership, poor communication, inability to effectively deal with social relationships, poor ethics or integrity, inconsistent erratic

behaviour, micromanagement, excessive political behaviour, and poor strategic skills (Arevena, 2017). For the purpose of this investigation, we will focus on autocratic leadership as a form of destructive leadership. According to Arevena (2017), subordinates consider autocratic leadership as significant conduct in terms of destructive leadership. We considered autocratic leadership through a self-developed measurement. Similar to Hoel, Glasø, Hetland, Cooper, and Einarsan (2010), the developed autocratic leadership scale focused on a style of leadership where there is no option for employee involvement in a decision-making process and where such participation is considered redundant.

The autocratic leadership style places more importance on performance and a smaller amount on individuals with the assumption that all individuals are indolent, irresponsible and untrustworthy (Puni Ofei, & Okoe, 2014). An autocratic leader believes responsibilities such as planning and organising will not result in positive outcomes if left to subordinates and should only be completed by the leader personally (Puni et al., 2014). It has also been documented that an individual that displays an autocratic leadership style makes decisions alone and will not consult employees in their work-related group. In most cases employees or subordinates will deliver information that the leader needs, but are not asked to produce or assess potential solutions; in some cases, employees are not even informed about decisions that were made (Colquitt, Lepine, & Wesson, 2011). In light of the above, we considered autocratic leadership as a form of destructive leadership where there is no option for employee involvement in a decision-making process and where such participation is considered redundant (Hoel, Glasø, Hetland, Cooper, & Einarsan, 2010).

Although it might seem that an autocratic leadership style is negative, some researchers have suggested that the most efficient solution to group conflict is to demonstrate an autocratic leadership style (Van Vugt et al., 2004). This contrasting view of autocratic leadership is an important contribution to this study, especially due to higher recorded levels of conflict in terms of diversification (Jayne & Dipboye, 2004). This contrasting view leaves diversifying organisations with a dilemma. Do you ignore autocratic leadership behaviours as a form of destructive leadership in order to minimise conflict or do you risk having more conflict in your organisation in order to fully benefit from positive consequences associated with reduced exposure to autocratic leadership? These intriguing questions further warrant the current investigation into whether a constructive diversity climate would mediate the relationship between autocratic leadership and employee attitudes?

Diversity climate

Limited research on diversity climate is a reality. Consequently, it is not surprising that similar investigations into a connection between destructive leadership (autocratic leadership), diversity climate and an employee's intention to quit are also not well researched. The origin of diversity climate as a research concept can be traced back to seminal research by Cox (1993). Cox (1993) investigated employees' group memberships and how these groups were subjected to prejudice and stereotyping. While group membership plays an integral role in the formation of perceptions regarding diversity, we need to further understand that several unique antecedents of diversity climate can also include human resource policies and practices together with an ethnic and gender composition of the organisation (McKay & Avery, 2006). Research has also revealed that the communities in which an organisation is established, can also have an influence on diversity perceptions and ultimately the diversity climate of the specific organisation (Pugh et al., 2008).

Because this study is an examination of diversity climate pertaining to organisations, our conceptualisation was restricted to internal factors contributing towards the creation of a diversity climate; also the mentioned perceptions formed on diversity policies and practices. As a result, the present study considered a diversity climate as the degree to which an organisation advocates fair human resource policies and socially integrates underrepresented employees (McKay, Avery, & Morris, 2008). The diversity climate considered by McKay et al. (2008) is supplemented by Pugh et al. (2008) who defined a diversity climate "as the shared perceptions of the policies and practices that indicate to what extent the organisation is committed to eliminating discrimination and to valuing diversity" (p. 1423). Additionally, diversity climate refers to the aggregate member perceptions about the organisation's diversity-related formal structural characteristics and informal values (Gonzalez & DeNisi, 2009). We should recognise that individuals and employees do not function in segregation; "they interact with each other, share opinions and experiences" and from there a situation unfolds where they create an overall impression of their organisation's commitment to diversity (Gonzalez & DeNisi, 2009, p. 24).

While the independent direct effects of diversity climate on employees have received more attention from scholars, investigations on the indirect effects have been limited (McKay & Avery, 2015). The present study proposes diversity climate as a mediator between destructive leadership and employee attitudes. In the simplest terms, a mediator can account for the

relationship between an independent and dependant variable (Barron & Kenny, 1986); therefore, the present study proposes and aims to test whether diversity climate causes the relationship between destructive leadership and the selected employee attitudes. Limited studies that have investigated the causal nature of diversity climate include a study by Volpone, Avery, and McKay (2012); Taylor (2015); and Chrobot-Mason and Asamovich (2013). Within a South African setting, the mediating features of diversity climate were proven in the relationship between transformational leadership and organisational commitment (McCallaghan, Jackson, & Heyns, 2019).

Employee attitudes

The study considered organisational commitment, intention to quit, and job satisfaction as employee attitudes as outcomes of destructive leadership via diversity climate.

Organisational commitment refers to affective commitment, also known as the emotional attachment to the organisation; continuance commitment, which is considered as having a sense of obligation towards the organisation; and normative commitment, otherwise considered as perceived cost incurred when parting with the organisation (Qureshi et al., 2017). Several human resource studies have explored organisational commitment, more especially affective commitment, especially due to related advantages and support towards organisational performance (Albrecht, Bakker, Gruman, Macey, & Saks, 2015). Additional frequent positive consequences related to organisational commitment include job satisfaction (Chughtai & Zafar, 2006; Mitonga-Monga, Flotman, & Cilliers, 2018) and motivation (Mathieu & Zajac, 1990).

Intention to quit, or alternatively known as turnover intention, has been studied considerably due to its close relation with the actual parting from an organisation (Griffeth, Hom, & Gaertner, 2000), increased replacement cost and decreased organisational performance (Aladwan, Bhanugopan, & Fish, 2013). According to Cho et al. (2009), intention to quit can be defined as a worker's intention to leave his present organisation. Intention to quit is regarded as the final movement in the withdrawal reasoning process; intention to leave is a mindful and purposeful need to leave an organisation. This reasoning process consists of three elements, namely thoughts of quitting; the intention to search for another job; and the intention to quit (Cho et al., 2009). Organisations would preferably encourage lower feelings of intention to quit, as such observations have been associated with lower staff replacement cost and the retention of experienced and knowledgeable staff (Good, Page, & Young, 1996).

Job satisfaction is considered as a multi-dimensional concept that is well researched (Pietersen, 2005). Job satisfaction is widely considered to consist of intrinsic and extrinsic satisfaction. Intrinsic satisfaction refers to an individual's job content, such as autonomy, variety of skills, supervision, and degree of responsibility, while extrinsic refers to satisfaction pertaining to incentives, rewards, promotion opportunities, safety, and acceptable working hours (Chatzoglou, Vraimaki, Komsiou, Polychrou, & Diamantidis, 2011). Furthermore, job satisfaction is a result of how an individual perceives his or her job, including job-related matters such as salary, relationships with colleagues and the amount and quality support the employee receives from his or her managers (Coetsee, 2002). Employees that demonstrate high levels of job satisfaction, experience positive feelings when they think about their duties or take part in task activities and, on the opposite continuum, employees with low job satisfaction experience negative feelings when they think about their duties or participation in task duties (Colquitt et al., 2011). Organisations that are able to nurture high levels of job satisfaction may experience advantages in terms of retention of quality staff (Rad & Yarmohammadian, 2006) and reduced absenteeism (Hackett & Guion, 1985). Employees that display feelings of dissatisfaction with their current job, may display behaviours such as absenteeism, lateness, unionisation, substance usage and tardiness (Rad & Yarmohammadian, 2006; Saari & Judge, 2004).

Autocratic leadership, diversity climate and employee attitudes

A meta-analytic study by Schyns and Schilling's (2013) found evidence from literature that observations of a destructive leadership would be associated with decreased commitment and job satisfaction levels. The same study found increased turnover intention in a similar environment where a presence of destructive leadership had been reported. With regards to autocratic leadership, Bass (1990) reported that autocratic leadership may affect followers to such an extent that employee morale and job satisfaction may be lower, increasing stress levels and employee turnover. Autocratic leadership has also been associated with group members voluntarily exiting a group and thus withdrawing their expertise and contributions (Van Vugt et al., 2004).

In terms of diversity climate and employee outcomes, research has indicated that diversity climate will be positively associated with organisational commitment, reducing an employee's intention to quit (Buttner, Lowe, & Billings-Harris, 2010). According to Newman, Nielson, Smyth, Hirst, and Kennedy (2018), diversity climate will also enhance

organisational commitment and lower intention to leave via psychological capital. Diversity climate has also been positively associated with job satisfaction (Madera, Dawson, & Neal, 2013; Hofhuis, van der Rijt, & Vlug, 2016).

Proposed model

Figure 1 below depicts the study's proposed model, where autocratic leadership as a form of destructive leadership is considered as the model input, diversity climate as the proposed mediator and employee attitudes (organisational commitment, intention to quit, and job satisfaction) as the model outcome.

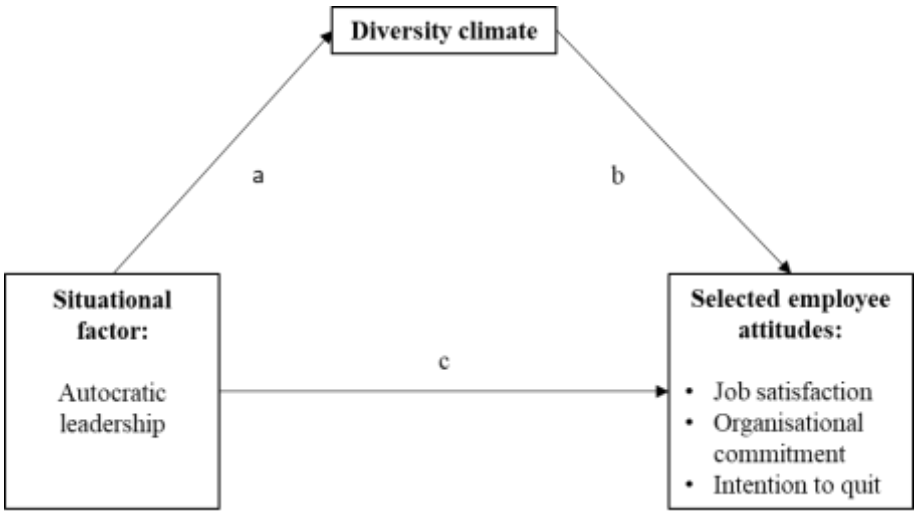


Figure 1. Proposed model

STUDY OBJECTIVES

The primary objective of the study was to investigate and contribute to the limited diversity climate literature by examining the mediating properties of diversity climate in the relationship between autocratic leadership - as a form of destructive leadership - and, employee attitudes (organisational commitment, intention to quit and job satisfaction).

The secondary objectives of this study were to:

1. Develop and test an applicable measurement for autocratic leadership;
2. Determine the type and nature of the relationship between a form of destructive leadership, diversity climate, and employee attitudes;

3. Establish the direct effects between a form of destructive leadership and diversity climate for the sample group; and
4. Examine the direct effects between diversity climate and employee attitudes (organisational commitment, intention to quit, and job satisfaction) for the sample group.

METHOD

Research design and approach

The quantitative study made use of a cross-sectional design. The design was considered appropriate as primary data was collected with printed questionnaires. The assessment of destructive leadership, diversity climate and employee attitudes was at a single point in time, with no planned intervention. According to Spector (2019), cross-sectional studies are better able to indicate causality. Selected participating organisations granted permission after a thorough consultation pertaining to the objectives of the study and emphasising confidentiality. The confidential and anonymous nature of the study was clearly explained to voluntary participants before the distribution of any questionnaires. The questionnaire used for this study did not require any personal information or contact details of participants. Respondents were given a set deadline for completion and submission of questionnaires. The study also applied for and obtained ethical clearance from the institution's ethics committee. The study was awarded a minimal risk classification with project number: (NWU-00602-20-A4).

Pilot study: A questionnaire was developed for the destructive leadership (autocratic leadership) assessment. Similar to Hoel et al. (2010), the developed autocratic leadership scale focused on a style of leadership where there is no option for employee involvement in a decision-making process and where such participation is considered redundant. In order to determine face validity, the questionnaire was distributed to two individuals in the academic environment, specifically, industrial psychology. Once face validity had been confirmed, an independent set of data was collected from alternative organisations in the Gauteng province. Permission to conduct the research was also requested and all questionnaires did not require personal information. The statistical validity and reliability results of the pilot study are reported in the results section of this paper.

Participants, data collection and sample characteristics

The study made use of a non-probability convenience sample. A total of 820 printed questionnaires were distributed to human resource managers, team leaders and heads of departments for further distribution in their respective organisations. South African organisations based in the Gauteng province were selected to participate in this study. A total of 230 responses could be used after the data had been captured and cleaned, which resulted in a 28% response rate. The sample characteristics are depicted in Table 1 below.

Table 1

Sample Characteristics

Biographical element	**Percentage (*n*=230)**
Date of Birth	
1945-1950	2%
1951-1960	4.4%
1961-1970	17.4%
1971-1980	18.4%
1981-1990	38.1%
1990 and onward	19.7%
Gender	
Male	51.7%
Female	47.8%
Qualifications	
Matric/Grade 12	19.1%
Post-matric qualification (Diploma)	17.4%
University degree (BA, BCom, BSc etc.)	29.3%
Postgraduate degree	33.8%
Demographic/Ethnic group	
White	65.9%
African	28.4%
Indian	2.2%
Coloured	2.2%
Other	1.3%
Employment status	
Permanent	80.1%
Temporary	19.9%
Level of employment	
Senior management	13.9%
Middle / Line management	42.6%
General worker	43.5%

Measuring instruments

The measuring instrument was a combination between a biographical section, leadership section and a final section assessing employee attitudes.

The *biographical section* collected data on respondents' date of birth, gender, ethnicity, employment status and tenure.

The destructive form of leadership variable was considered through a self-developed *autocratic leadership scale*. Similar to Hoel et al. (2010) and Mishra et al. (2014), the questionnaire focused on a style of leadership where there is no space for employee involvement in a decision-making process and where such involvement is considered unnecessary. The scale makes use of a 5-point Likert-scale where 1 = *always* and 5 = *never*. A typical statement from the instrument reads as follow: "My manager/supervisor does not ask for opinions or suggestions". A higher score from the instrument would indicate that respondents were not of the opinion that they are exposed to a form of autocratic leadership, while a lower score would indicate a presence of autocratic leadership.

The *One-Dimensional Diversity Climate* measuring instrument by McKay et al. (2007) measures individual perceptions on how committed the organisation is towards eliminating discrimination and creating an environment of inclusiveness. The measuring instrument makes use of a 5-point Likert-scale, where a score of 1 = *well below expectations* and 5 = *well above expectations*. A typical item from the measuring instrument (McKay et al., 2007) is "Offers training to manage diverse population". The original application of the *One-Dimensional Diversity Climate* measuring instrument (McKay et al., 2007) recorded a reliability score of $\alpha = 0.91$.

The *job satisfaction* dimension was measured with the short version of the Minnesota Job Satisfaction Questionnaire (MSQ) (Weis et al., 1967). The short version of the MSQ is made up of 20 scale items and measures intrinsic, extrinsic and general satisfaction (Weis et al., 1967). The MSQ offered five options for each statement, ranging from (1) *very dissatisfied* to (5) *very satisfied*. A typical item from the questionnaire would be "Being able to keep busy all the time". A South African application of the short version of the MSQ reported a Cronbach alpha of 0.96 for an aggregated job satisfaction reliability score (Rothmann, Scholtz, Fourie, & Rothmann, 2000).

The *employee commitment* variable was determined with an application of the "organisational commitment" construct in the Psycones questionnaire (psychological contracts across employment situations; Kerstin, 2002). The organisational commitment scale comprises five scale items, ranging from (1) *strongly disagree* to (5) *strongly agree*. A typical item to

determine organisational commitment is “In my work, I like to feel that I am making some effort, not just for myself, but for the organization or client as well”. A South African application of the measuring instrument reported a Cronbach alpha of 0.72 (Walters, 2008).

The *intention to quit* dimension was measured by the “intention to quit” construct in the Psycones questionnaire as developed by Kerstin (2002). The four-item scale makes use of a 5-point Likert-scale, ranging from (1) *strongly disagree* to (5) *strongly agree*. A typical item to quantify the specific measurement is “If I could, I would quit today”. A higher score would be an indication of the likelihood of respondents quitting or exiting their current employment, whilst a lower score would be an indication that respondents do not really show propensity to quit their present employment. A South African application of the measuring instrument recorded a Cronbach alpha of 0.93 (Walters, 2008).

Statistical analysis

Data was analysed with SPSS (2018) version 25.0. An exploratory factor analysis was conducted on both the pilot study and main study. Sample adequacy was determined by computing Kaiser-Meyer-Olkin (KMO) scores. Sample adequacy was considered sufficient at values close to one (1) as recommended by Field (2009). The extraction method was the principle component analysis. Only factors with Eigenvalues larger than 1.00 were selected (Field, 2009). Sufficient reliability for Cronbach alpha was considered at $\alpha > 0.60$ = moderate (Robinson, Shaver, & Wrightsman, 1991) and $r = 0.10$ for inter-item correlations (Pallant, 2007). Descriptive statistics (means, standard deviations, skewness and kurtosis) were computed in order to determine central tendencies and normality. Normality was considered at 2.00 for skewness (Finch & West, 1997) and 4.00 for kurtosis (Field, 2009).

Correlations were calculated in order to determine the relationships between studied variables. Effect sizes were set at a confidence level of 99% with $p < 0.01$, viewed as significant. We classified effect sizes with 0.1 denoting a small effect; 0.3 a medium effect; and 0.5 a large effect (Steyn 1999).

Three individual simple mediation models were tested with the PROCESS macros version 3 (Hayes, 2017), which was installed in SPSS. Mediation was established with the indirect effect using a percentile bootstrap estimation approach with 10 000 samples (Shrout & Bolger, 2002). An indirect effect from the bootstrap analysis was considered significant if the

lower level confidence interval (LLCI) and upper level confidence interval (ULCI) excluded zero (Zhao, Lynch, & Chen, 2010). A complementary mediation result could only be determined when mediated and direct effects existed, pointing towards the same direction (Zhao et al., 2010).

RESULTS

The results will be presented in four sections. The first section reports on validity and reliability findings pertaining to the autocratic leadership scale's pilot study. The second section reports on the exploratory factor analysis; the third section on descriptive results; and the fourth and final section on inferential statistics (correlation analysis and regression analysis using PROCESS (Hayes, 2017) in SPSS to determine mediation effects.

Pilot study – autocratic leadership scale

The data obtained from an independent sample group (n = 32) for the purpose of a pilot study was subjected to an exploratory factor analysis and reliability investigations. According to Hill (1998), 30 respondents should be sufficient for a pilot study. The EFA confirmed the one-dimensional structure of the autocratic leadership scale. Only one factor was extracted with principle component analysis (KMO = 0.86; Bartlett's Test of Sphericity = 144.12; p < 0.01). The single factor extracted explained 61.48% of the variance, with an eigenvalue of 4.92. Cronbach alpha and the inter-item correlations were also deemed acceptable (α = 0.90; r = 0.55). Based on these results, and the confirmed face validity, the autocratic leadership scale developed for this study was deemed valid and reliable for further implementation.

Exploratory factor analysis

The results gathered from individual exploratory factor analysis with inspections of scree plots and eigenvalues showed that all measurement scales applied in this study could be considered one-dimensional. The first factor extracted from the autocratic leadership variable explained 55.36% of the variance with an eigenvalue of 4.43 (KMO = 0.89). For diversity climate, the single factor extracted explained 60.60% of the variance with an eigenvalue of 5.45 (KMO = 0.90). The results for the organisational commitment variable revealed that the first factor extracted explained 56.01 of the variance with an eigenvalue of 2.80 (KMO = 0.79). The intention to quit factor had 77.25% of the variance explained for the first factor extracted with an eigenvalue of 3.09 (KMO = 0.88). With regards to the job satisfaction variable, the intrinsic satisfaction factor had 44.21% of the variance explained by the first

factor extracted with an eigenvalue of 5.31. The extrinsic factor revealed a variance of 56.77% for the first factor extracted with an eigenvalue of 3.41 (KMO = 0.79). The general job satisfaction variable had 69.34% of the variance explained by the first factor extracted with an eigenvalue of 1.38 (KMO = 0.50).

Descriptive and reliability results

The table below depicts the results obtained from descriptive and reliability statistical calculations.

Table 2: *Descriptive and Reliability Results*

Variable	Mean	SD	Skewness	Kurtosis	Cronbach alpha	Inter-item correlation
Diversity climate	3.39	0.78	-0.48	0.02	0.92	0.55
Autocratic leadership	3.69	0.90	-0.57	-0.27	0.88	0.48
Organisational commitment	4.00	0.68	-1.14	2.52	0.80	0.45
Intention to quit	2.48	1.11	0.42	-0.87	0.90	0.69
Intrinsic satisfaction	3.81	0.59	-0.44	0.36	0.88	0.38
Extrinsic satisfaction	3.38	0.82	-0.39	-0.11	0.84	0.47
General job satisfaction	3.64	0.79	-0.26	-0.19	0.58	0.39
Job satisfaction	3.66	0.61	-0.27	0.06	0.92	0.37

Taking into consideration the direction of the autocratic leadership scale applied in this study, the results in Table 2 demonstrate that employees from the sample are not really exposed to destructive leadership (autocratic leadership), as the value is within the scale's seldom range. The respondents also recorded constructive levels of diversity climate, organisational commitment, and job satisfaction. The data also demonstrated adequate normality with all skewness and kurtosis recordings within the set minimum levels (skewness 2.00; kurtosis 4.00). In terms of reliability, the general job satisfaction variable did not meet the 0.60 threshold and was therefore removed from further analysis. The remaining variables all met the set Cronbach alpha threshold of ($\alpha > 0.60$) and ($r = 0.10$) for inter-item correlations.

Correlation analysis

The purpose of the correlation analysis was to determine the relationship between the investigated relationships and not to determine causality. Table 3 below contains the results obtained from the Pearson correlation analysis.

Table 3

Correlation Analysis, Autocratic Leadership, Diversity Climate and Employee Attitudes

		1	2	3	4	5	6	7
1	Diversity climate	1						
2	Autocratic leadership	0.23**	1					
3	Organisational commitment	0.34**	0.18**	1				
4	Intention to quit	-0.20**	-0.43**	-0.45**	1			
5	Intrinsic satisfaction	0.30**	0.35**	0.52**	-0.45**	1		
6	Extrinsic satisfaction	0.29**	0.52**	0.41**	-0.53**	0.72**	1	
7	Job satisfaction	0.32**	0.45**	0.52**	-0.53**	0.94**	0.90**	1

** Correlation is significant at the 0.01 level (2-tailed)

Results were interpreted as: 01= small effect; 0.3 = medium effect; and 0.5 = large effect.

A closer inspection of Table 3 reveals that a lack of destructive leadership (autocratic leadership) is positively associated with a constructive level of diversity climate (r = 0.23) and was considered a small effect. The destructive leadership variable was further positively associated with organisational commitment (r = 0.18, small effect) and job satisfaction (r = 0.45, medium effect). Taking into consideration the direction of scales, this result would imply that a lack of destructive leadership would be positively associated with organisational commitment and job satisfaction within the sample group. The destructive leadership variable demonstrated an inverse relationship with intention to quit (r = -0.43, medium effect), which would imply that a lack of destructive leadership would be associated with lower feelings of intention to quit.

Diversity climate demonstrated positive relationships with organisational commitment (r = 0.34, medium effect) and job satisfaction (r = 0.32, medium effect). Diversity climate further demonstrated an inverse relationship with intention to quit (r = -0.20, small effect).

Mediation analysis

Table 4 below contains standardised regression coefficients from results obtained from the simple mediation models as conducted with PROCESS (Hayes, 2017) in SPSS. In the first model, the independent variable was considered as autocratic leadership, diversity climate as mediator, and, organisational commitment as dependant variable. The second and third models considered the same independent variable and mediator with intention to quit and job satisfaction as dependant variables respectively.

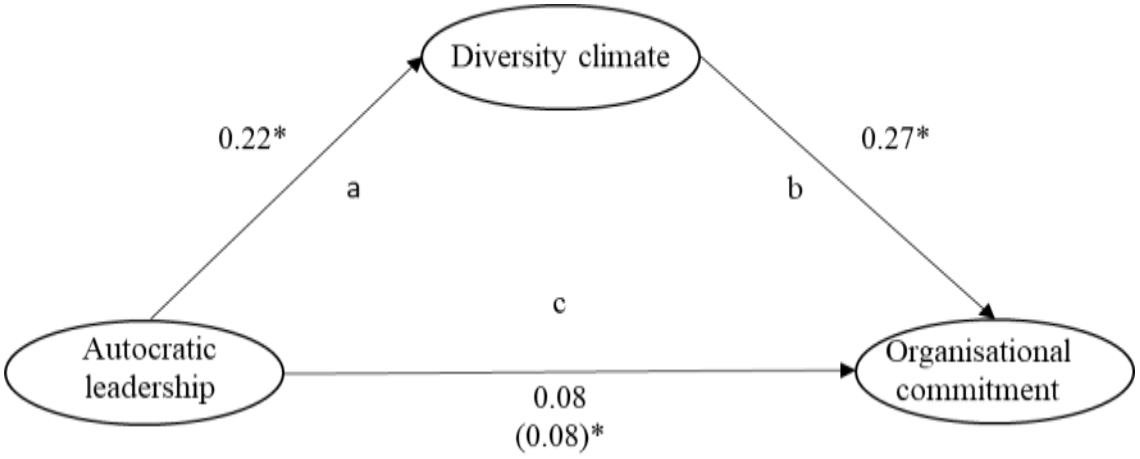
Table 4

Standardised Regression Coefficients of the Variables: Autocratic Leadership, Diversity Climate and Employee Attitudes

Simple mediation model 1	**Estimate**	**SE**	**Bootstrapping BC**	
Autocratic leadership, diversity climate and organisational commitment			**95%CI**	
			Lower	**Upper**
Autocratic leadership →	0.22*	0.06	0.11	0.33
Diversity climate (a)				
Diversity climate →	0.28*	0.06	0.17	0.39
Organisational commitment (b)				
Autocratic leadership →	0.08	0.05	-0.02	0.17
Organisational commitment (c)				
Autocratic leadership to organisational commitment via diversity climate	0.08	0.03	0.03	0.14
Simple mediation model 2	**Estimate**	**SE**	**Bootstrapping BC**	
Autocratic leadership, diversity climate and intention to quit			**95%CI**	
			Lower	**Upper**
Autocratic leadership →	0.22*	0.06	0.11	0.33
Diversity climate (a)				
Diversity climate →	-0.13	0.09	-0.30	0.04
Intention to quit (b)				
Autocratic leadership →	-0.50*	0.08	-0.65	-0.35
Intention to quit (c)				
Autocratic leadership to intention to quit via diversity climate	-0.02	0.02	-0.06	0.01
Simple mediation model 3	**Estimate**	**SE**	**Bootstrapping BC**	
Autocratic leadership, diversity climate and job satisfaction			**95%CI**	
			Lower	**Upper**
Autocratic leadership →	0.22*	0.06	0.11	0.33
Diversity climate (a)				
Diversity climate →	0.17*	0.05	0.08	0.26
Job satisfaction (b)				
Autocratic leadership →	0.27*	0.04	0.19	0.35
Job satisfaction (c)				
Autocratic leadership to job satisfaction via diversity climate	0.05	0.02	0.01	0.11

*$p < 0.05$ considered significant; SE: standard error; BC: bias corrected; CI: confidence interval

The results for Model 1 are depicted in Table 4. The first regression (a) with autocratic leadership and diversity climate (mediator) was considered significant, with b = 0.22, t(228) = 3.97; p < 0.01. The second regression (b) between diversity climate (mediator) and organisational commitment was also significant, with b = 0.27, t(227) = 4.92, p < 0.01. The third regression (c) was not significant, with autocratic leadership the independent variable and organisational commitment the dependant variable, b = 0.08, t(228) = 12.13; p = 0.11. The results for the indirect effect in Model 1 revealed a significant result with B = 0.08, SE = 0.03, $LLCI$ = 0.03 and $ULCI$ = 0.14. The indirect effect from the bootstrap analysis with 95% confidence interval did not include zero; therefore, (a x b) is significant and diversity climate can be considered a mediator between the proposed form of destructive leadership and organisational commitment. The pathway (c) was not significant; therefore, the mediation model is considered as an indirect (mediation) model only (Zhao et al., 2010). The model is depicted in Figure 2 below.

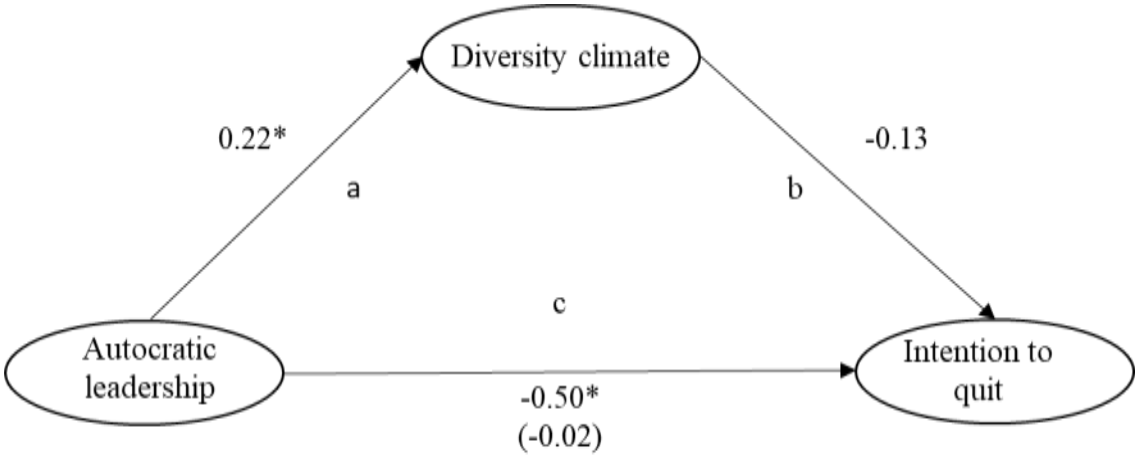


Notes: Value in parentheses represents the indirect effect of autocratic leadership via diversity climate on organisational commitment. BC: bias corrected bootstrap approximation at 95% corrected confidence interval (two-sided). N=230. * Standardised path coefficients are significant at p < 0.05*.

Figure 2. Simple mediation Model 1: Autocratic leadership, diversity climate and organisational commitment

With regards to Model 2, the results indicate the first regression (a) with autocratic leadership and diversity climate (mediator) was considered significant, with b = 0.22, t(228) = 3.97; p < 0.01. The second regression (b) between diversity climate (mediator) and intention to quit was not significant, with b = -0.13, t(227) = -1.49, p = 0.13. The results of the third regression (c) were significant, with autocratic leadership the independent variable and intention to quit the dependant variable, b = -0.50, t(227) = -6.57; p < 0.01. The results for the indirect effect

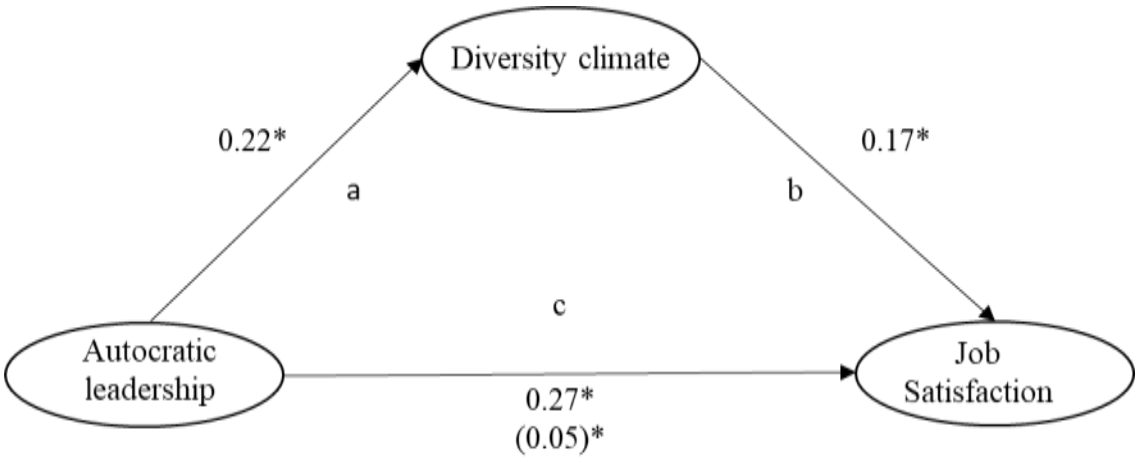
in Model 2 were not significant with *B* = -0.02, *SE* = 0.02, *LLCI* = -0.06 and *ULCI* = 0.01. The indirect effect from the bootstrap analysis with 95% confidence interval did include zero; therefore, (*a x b*) is not significant and diversity climate cannot be considered a mediator between the proposed form of destructive leadership and intention to quit. The results for Model 2 are illustrated in Figure 3 below.



Notes: Value in parentheses represents the indirect effect of autocratic leadership via diversity climate on intention to quit. BC: bias corrected bootstrap approximation at 95% corrected confidence interval (two-sided). *N*=230. * Standardised path coefficients are significant at $p < 0.05$*.

Figure 3. Simple mediation Model 2: Autocratic leadership, diversity climate and intention to quit

The results for the simple mediation Model 3 indicate the first regression (a) with autocratic leadership and diversity climate (mediator) was considered significant, with *b* = 0.22, *t*(228) = 3.97; $p < 0.01$. The second regression (b) between diversity climate (mediator) and job satisfaction was also significant, with *b* = 0.17, *t*(227) = 3.61, $p < 0.01$. The third regression (c) was also significant, with autocratic leadership the independent variable and job satisfaction the dependant variable, with *b* = 0.27, *t*(227) = 6.55; $p < 0.01$. The results for the indirect effect in Model 3 revealed a significant result with *B* = 0.05, *SE* = 0.03, *LLCI* = 0.01 and *ULCI* = 0.11. The indirect effect from the bootstrap analysis with 95% confidence interval did not include zero; therefore, (*a x b*) is significant and diversity climate can be considered a mediator between the proposed form of destructive leadership and job satisfaction. All three pathways were significant and therefore the mediation model is considered a complementary mediation model (Zhao et al., 2010). Figure 4 below depicts the results obtained from the simple mediation modelling.



Notes: Value in parentheses represents the indirect effect of autocratic leadership via diversity climate on job satisfaction. BC: bias corrected bootstrap approximation at 95% corrected confidence interval (two-sided). N=230. * Standardised path coefficients are significant at $p < 0.05$*.

Figure 4. Simple mediation Model 3: Autocratic leadership, diversity climate and job satisfaction

DISCUSSION

The primary objective of this study was to examine the mediating effects of diversity climate between the relationships of a form of destructive leadership and employee attitudes (organisational commitment, intention to quit, and job satisfaction). Three independent simple mediation models were tested with PROCESS (Hayes, 2017). In the first model, results indicate that diversity climate does have an indirect effect on the relationship between autocratic leadership and organisational commitment, with the model considered as an indirect model only. The second model did not yield a significant result and diversity climate can therefore not be considered a mediator between autocratic leadership and an employee's non-intention to quit. The third model proved to be significant with diversity climate considered as mediator between autocratic leadership and job satisfaction. The third simple mediation model was considered as a complementary mediation model. The results from the first and third simple mediation models therefore prove the mediating characteristics of diversity climate as found by Volpone, Avery, and McKay (2012); Taylor (2015); and Chrobot-Mason and Asamovich (2013).

Contributing towards current leadership literature, the present study found evidence of adequate validity and reliability for a developed autocratic leadership assessment. Taking into consideration the direction of the scale, it was found that respondents were not really exposed to a form of destructive leadership (autocratic leadership). Regarding the remaining

secondary objectives, this study found the type and nature of the relationships between the non-autocratic leadership, diversity climate, organisational commitment, and job satisfaction variables positive, while the relationship between non-autocratic leadership and intention to quit variables was negative. Therefore, the results from the sample group reveal that individuals, who are not really exposed to a form of destructive leadership, would most probably also report more positive perceptions towards diversity and inclusivity, with fewer propensity to exit their current employment, and with higher organisational commitment and job satisfaction. The results are similar to the meta-analytic results from the Schyns and Schilling's (2013) study. Previous studies found that typical destructive leadership environments also demonstrated signs of increased counterproductive attitudes, including intention to leave, lower commitment and employee satisfaction (Schyns & Schilling, 2013); therefore, we consider the findings of this study very positive.

A further contribution was made by examining the direct effects of destructive leadership on employee attitudes in a South African sample group. Results indicated that the non-autocratic leadership variable would predict improved job satisfaction and decreased turnover intention; therefore, confirming previous findings (Bass, 1990; Kiboss & Jemiryott, 2014). The non-autocratic leadership variable further predicted lower propensity to exit one's current occupation; therefore, supporting the notion of Van Vugt et al. (2004). In reality, the results resemble a situation where organisational environments that report non-autocratic leadership behaviours would also result in improved employee satisfaction and commitment, including lesser turnover intention.

A unique finding pertaining to the specific South African study was that employees - who indicated that they have not been exposed to a form of destructive leadership - are also more likely to record a constructive opinion regarding their organisation's diversity climate. This result should be regarded as positive for those organisations that took part in this study. Although not investigated in the present study, negative outcomes associated with destructive leadership include, amongst others, negative follower feelings and attitudes, destructive follower behaviour, and devastating organisational results (Schilling, 2009). Therefore, this South African study has contributed to the limited diversity climate research in the form of providing empirical evidence that a lack of destructive leadership would also result in a positive diversity climate.

Previous research on diversity climate and employee outcomes indicate a conducive diversity climate to impact on organisational commitment. Previous examinations further indicate diversity climate to positively enhance job satisfaction (Madera, Dawson, & Neal, 2013; Hofhuis, van der Rijt, & Vlug, 2016). The present South African examination confirmed these previous findings with evidence that a constructive diversity climate would also result in situations where employees are more satisfied with their current occupation and demonstrate higher employee commitment; therefore, contributing towards the diversity climate body of knowledge with empirical evidence from a non-Western sample group. The study, however, did not find adequate evidence to suggest a diversity climate to predict a decreased intention to quit. Previous findings suggested that a conducive diversity climate would directly affect an employee's intention to quit (Buttner, Lowe, & Billings-Harris, 2010).

Limitations and future research

We are realistic that the present study was not faultless. Firstly, the cross-sectional quantitative approach does not confirm causal effects. Similar future studies should consider a longitudinal approach to also examine the effect of diversity management interventions on the relationship between forms of destructive leadership and employee attitudes. The convenience sampling restricts generalisation and results should be interpreted as a reflection of the sample group.

Secondly, the study only considered one isolated behaviour of destructive leadership. This form of destructive leadership was considered through an autocratic leadership scale, specifically developed for this study. The destructive leadership assessment was also determined from followers' perspective. Future studies should explore the remaining destructive leadership behaviours in similar studies. These behaviours include poor communication, inability to effectively deal with social relationships, poor ethics or integrity, inconsistent erratic behaviour, micromanagement, excessive political behaviour, and poor strategic skills (Arevena, 2017).

Lastly, the small sample size curbed the possibility of constructing a model which includes all variables. Future studies should focus on a sample size that would make structural equation modelling possible in order to test all variables simultaneously.

Theoretical and managerial applications

In a model developed by Hicks-Clarke and Iles (2000), they developed indicators for a positive climate, including policy support scales and equity support scales. In summary, the model by Hicks-Clarke and Iles (2000) suggests that if an organisation is able to create equal policies for all staff, has fair organisational justice, demonstrates a need for and supports diversity, the organisation will be able to create a positive diversity climate with positive outcomes. Organisations that are concerned about destructive leadership and its closely associated negative employee outcomes, should take note of the direct and indirect relationships between diversity climate and employee attitudes. Clear and effective policies and practices demonstrating the organisation's commitment towards diversity and the creation of an environment free from prejudice, would contribute towards eliminating counterproductive behaviour when such an employee might be exposed to a form of destructive leadership.

Conclusion

The study was able to demonstrate that the well documented benefits of a constructive diversity climate do not exclude South Africa. Organisations that might suspect the presence of a form of destructive leadership should not neglect the development and application of effective diversity-related policies or practices. The development of a conducive diversity climate would be able to increase organisational commitment and job satisfaction, should employees be exposed to a form of destructive leadership.

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CHAPTER 5: CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The objective of this final chapter is to draw conclusions from the manuscripts as presented in this study. Conclusions are discussed in accordance with the objectives as indicated in Chapter 1. Limitations are also indicated and the final chapter concludes with recommendations.

5.2 CONCLUSIONS

The conclusions drawn from this study are in relation to the research objectives as documented in Chapter 1. These objectives were as follow:

The primary objective of this study was to determine the role of leadership styles, given diversity climate in attaining positive employee attitudes. The leadership styles under investigation included transformational leadership, servant leadership and autocratic leadership. The employee attitudes were considered as organisational commitment, intention to quit and job satisfaction.

The secondary objectives were to:

- Develop and administer an autocratic leadership measuring instrument;
- Determine the nature of the relationship between transformational leadership and diversity climate;
- Determine the nature of the relationship between servant leadership and diversity climate;
- Determine the nature of the relationship between autocratic leadership and diversity climate;
- Determine the direct effect of transformational leadership on diversity climate;
- Determine the direct effect of servant leadership on diversity climate;
- Determine the direct effect of autocratic leadership on diversity climate;

- Examine the relationship and direct effects between transformational leadership and the nominated employee attitudes (organisational commitment, intention to quit, and job satisfaction);
- Examine the relationship and direct effects between servant leadership and the nominated employee attitudes (organisational commitment, intention to quit, and job satisfaction);
- Examine the relationship and direct effects between autocratic leadership and the nominated employee attitudes (organisational commitment, intention to quit, and job satisfaction);
- Establish the type and nature of the relationship, including direct effects between diversity climate and job satisfaction;
- Establish the type and nature of the relationship, including direct effects between diversity climate and organisational commitment;
- Establish the type and nature of the relationship, including direct effects between diversity climate and intention to quit;
- Determine and explore the indirect effect of diversity climate on the relationship between transformational leadership and employee attitudes independently (job satisfaction, organisational commitment, and intention to quit);
- Determine and explore the indirect effect of diversity climate on the relationship between servant leadership and employee attitudes independently (job satisfaction, organisational commitment, and intention to quit); and
- Determine and explore the indirect effect of diversity climate on the relationship between a form of destructive leadership and employee attitudes independently (job satisfaction, organisational commitment, and intention to quit).

5.2.1 Development of an Autocratic Leadership Measuring Instrument

The present study aimed at developing, testing and administering an assessment for autocratic leadership. Evidence indicated the autocratic leadership assessment to demonstrate adequate reliability in the form of Cronbach alpha and inter-item correlations from both the pilot study (α = 0.90; r = 0.55) and empirical investigation (α = 0.88; r = 0.48). The one-dimensional

structure was also confirmed with the initial pilot study and empirical examination. Results from the one-dimensional instrument indicated that respondents from the sample group had not really been exposed to a form of autocratic leadership.

5.2.2 Transformational Leadership and Diversity Climate

A closer inspection of the correlation analysis revealed that positive forms of transformational leadership would also be associated with constructive levels of diversity climate which, therefore, confirms the notions of Ng and Sears (2011). The result translates to a situation where respondents who recorded positive observations in terms of transformational leadership would also be inclined to record positive observations in terms of diversity climate. Findings from the current study also indicated that transformational leadership would positively impact diversity climate. Results from the present study therefore confirm previous findings which indicated that transformational leadership would also lead to conducive observations of diversity climate (Taylor, 2015). In reality, this result implies that within the South African sample group, improved levels of transformational leadership would also result in augmented perspectives of diversity climate.

5.2.3 Servant Leadership and Diversity Climate

The relationship between servant leadership and diversity climate also yielded a positive result; therefore, confirming the notions of Gotsis and Grimani (2016). This result implies that respondents who recorded positive observations of servant leadership would also record positive perspectives of diversity climate. In terms of the direct effects of servant leadership on diversity climate, the present study found evidence to suggest servant leadership to positively impact diversity climate. Previous research from a European sample group found similar results (van Dierendonck, 2011). In reality, the results from the South African sample group indicate that an improvement in servant leadership would then also lead to an improved diversity climate.

5.2.4 Autocratic Leadership and Diversity Climate

The non-autocratic leadership observation was also positively associated with diversity climate, whilst non-autocratic leadership further demonstrated a direct effect on diversity climate. The results are similar to the meta-analytic findings from the Schyns and Schilling's (2013) study. In reality, this would translate into a situation where respondents who indicated that they had not been exposed to a form of autocratic leadership would also report

constructive levels of diversity climate. The findings from the South African sample group further indicate that an improvement in non-autocratic leadership would also result in improved observations of diversity climate.

5.2.5 Transformational Leadership and Employee Attitudes

The results examining the relationships and direct effects of transformational leadership and selected employee attitudes (organisational commitment, intention to quit and job satisfaction), reveal transformational leadership to be positively associated with organisational commitment and job satisfaction, whilst the relationship with intention to quit demonstrated an inverse relationship. Transformational leadership further demonstrated a positive impact on organisational commitment and job satisfaction, and, an inverse direct effect on employees' intention to quit. The current findings therefore support previous discoveries by Tanner (2007), Rowald and Heinitz (2007), and Sun and Wang (2017) pertaining to transformational leadership in relation to organisational commitment, intention to quit and job satisfaction. These results indicate that respondents who reported positive interpretations in terms of transformational leadership, would also most probably record greater observations for organisational commitment and job satisfaction, and, lower observations of intention to quit. The findings additionally demonstrate that an improvement in transformational leadership would also result in improved organisational commitment and job satisfaction, and, a decrease in intention to quit observations.

5.2.6 Servant Leadership and Employee Attitudes

Relationships and direct effects between servant leadership and employee attitudes (organisational commitment, job satisfaction and intention to quit) yielded similar results. Servant leadership was positively associated with organisational commitment and job satisfaction, and, negatively with respondents' intention to quit recordings. The investigations of direct effects additionally demonstrate that servant leadership has a direct positive effect on organisational commitment and job satisfaction, and, an inverse direct effect on employees' intention to quit. In reality, respondents who marked positive indications of servant leadership would also mark higher opinions in terms of organisational commitment and job satisfaction; and lower opinions for intention to quit. The findings further indicate that an improvement in servant leadership would also lead to improved organisational commitment, job satisfaction and non-intention to quit. Consequently, the present South African examination confirms previous investigations that servant leadership would be

associated with improved organisational commitment (Jang & Kandampully, 2018), job satisfaction (Cerit, 2009), and non-intention to quit (Brohi, Jantan, Sobia, & Pathan (2018).

5.2.7 Autocratic Leadership and Employee Attitudes

Findings pertaining to autocratic leadership and employee attitudes (organisational commitment, job satisfaction and intention to quit) illustrated non-autocratic leadership to be associated with positive observations of organisational commitment and job satisfaction, and, non-intention to quit. The direct effects of autocratic leadership on employee attitudes in a South African sample group show that the non-autocratic leadership variable would predict better job satisfaction and reduced turnover intention; therefore, confirming previous findings (Bass, 1990; Kiboss & Jemiryott, 2014; Van Vugt et al., 2004). In reality, the results resemble a situation where organisational environments that report non-autocratic leadership behaviours would also be associated with employee satisfaction and commitment, including lesser turnover intention. According to the results, a further improvement in non-autocratic leadership would also result in improved satisfaction and commitment, and, a further decrease in turnover intention.

5.2.8 Diversity Climate and Employee Attitudes

Results in terms of the relationship between diversity climate and the selected employee attitudes indicated diversity climate to be positively associated with organisational commitment, job satisfaction and non-intention to quit. Therefore, these results confirm the previous indications by Cox (1994) that a positive climate for diversity would be associated with improved employee outcomes. Earlier findings further found evidence that a conducive diversity climate would be associated with organisational commitment (Gonzalez & Denisi, 2009), job satisfaction (Choi, 2013), and non-intention to quit (Gonzalez & Denisi, 2009). The findings indicated that respondents who recorded positive perspectives in terms of diversity climate would be associated with positive levels of organisational commitment, job satisfaction and non-intention to quit their current employment.

An examination of the direct effects of diversity climate and the nominated employee attitudes indicated that diversity climate would positively impact organisational commitment and job satisfaction. In realistic terms, the findings indicated a situation where an improved diversity climate would also result in improved indications of organisational commitment and job satisfaction. Therefore, the current study found support for previous findings on the positive direct effect of diversity climate on organisational commitment (Parks et al., 2008)

and job satisfaction (Hofhuis, van der Rijt, & Vlug, 2016; Madera, Dawson, & Neal, 2013). However, the present study did not find any support for a conducive diversity climate to positively impact employees' intention to quit. Earlier findings examining the direct effect of diversity climate on intention to quit, indicated that an increase in diversity climate would directly result in lower levels of intention to quit (Buttner, Lowe, & Billings-Harris, 2010).

5.2.9 Indirect Effects of Diversity Climate

An examination of the results in terms of the indirect effects of diversity climate established diversity climate to indirectly affect the relationship between transformational leadership and organisational commitment. Diversity climate further indirectly affected the relationship between servant leadership and organisational commitment. Adequate evidence was also found demonstrating diversity climate to indirectly affect the relationship between autocratic leadership, organisational commitment and job satisfaction respectively. The results, therefore, validate the study's proposal that diversity climate holds promise of mediation characteristics. Only limited previous studies have examined and confirmed the mediating properties of diversity climate. Volpone et al. (2012) demonstrated that diversity climate mediates the relationship between appraisal reactions from employees and employee engagement. Equally, Chrobot-Mason and Asamovich (2013) found results to confirm mediating effects of diversity climate on turnover intention through organisational identification, climate for innovation, empowerment, and identity freedom. Furthermore, Taylor (2015) was able to find evidence to suggest transformational leadership had a significant indirect effect on creative performance through diversity climate. However, the current study could not find evidence to suggest diversity climate to indirectly affect transformational leadership on job satisfaction; neither between transformational leadership and intention to quit. Similarly, no indirect effect was observed for diversity climate in the relationship between servant leadership and job satisfaction; neither for servant leadership on intention to quit. Finally, the indirect effect of diversity climate in the relationship between autocratic leadership and intention to quit also did not yield a significant result.

5.3 CONTRIBUTIONS

With regards to the antecedent characteristics, both forms of favourable leadership (servant and transformational) demonstrated to be worthy predictors of a constructive diversity climate. The current contribution found evidence to suggest servant leadership to demonstrate a more proficient ability to predict a constructive diversity climate. However, this result

should be interpreted with caution and specific attention would be directed in the limitations and recommendations sections. The present study further found evidence to suggest that a lack of autocratic leadership would also predict increased observations of diversity climate. Therefore, the present examination contributes to the diversity climate body of knowledge with empirical evidence that improved levels of favourable leadership and a reduction of autocratic leadership would lead to improved observations of diversity climate. These results directly addressed the call from McKay and Avery (2015) to examine non-traditional antecedents with diversity climate; this is especially valuable due to the transitional environment South Africa is currently observing in order to correct historic gender and ethnic imbalances. The quantitative assessment further contributes to diversity climate literature with empirical evidence on how South African respondents perceive and value diversity climate at a single point in time. The information obtained from the quantitative diversity climate assessment can serve as a foundation for future knowledge and a target for interventions as proposed by Spector (2019).

Harms et al. (2018) specified that the study of autocratic leadership would not be warranted when researchers continue making use of previously developed assessments of autocratic leadership; it is suggested that researchers develop new measurements. Alternative autocratic leadership scales, for example, the autocratic leadership behaviour scale (Rast et al., 2013) and autocratic leadership perceptions (De Cremer et al., 2004) have been criticised in mainstream research due to possible resemblances with other leadership scales and concerns in terms of reliability and validity (Harms et al., 2018). The present study therefore contributed towards current autocratic leadership literature by developing and finding adequate evidence of reliability and validity for a South African-based autocratic leadership assessment.

The present examination of autocratic leadership as a form of destructive leadership found evidence that respondents had not been exposed to a type of leadership where there is no option for employee involvement in a decision-making process and where such participation is considered unnecessary. It was not the intention of the present study to over simplify destructive leadership to a form of autocratic leadership. It is acknowledged that destructive leadership might be displayed in several behaviours, for example, poor communication, inability to effectively deal with social relationships, poor ethics or integrity, inconsistent erratic behaviour, micromanagement, excessive political behaviour and poor strategic skills (Arevena, 2017). However, the present study found evidence to suggest a direct effect of non-

autocratic leadership on organisational commitment, job satisfaction and an employee's non-intention to quit. In light of these findings, it seems that the present study viewing autocratic leadership as a form of destructive leadership might be warranted and contributes to leadership theory, as the empirical evidence indicates autocratic leadership to directly affect organisational commitment, job satisfaction and intention to quit. Organisations will continuously attempt to improve organisational commitment, job satisfaction and reduce intention to quit, as these employee attitudes have been associated with organisational performance and effectiveness, and, would most probably consider any pre-existing factor negatively impacting these attitudes to be destructive.

As an appreciation of Chin et al. (2016) who called on researchers to examine traditional leadership theories in diverse environments, the present study contributed to leadership theory with evidence that two conducive leadership styles and non-autocratic leadership are associated and positively impact the selected employee attitudes (organisational commitment, job satisfaction and intention to quit). The non-autocratic leadership observation demonstrated the most prevalent direct effect with the intention to quit variable. The non-autocratic leadership recording further demonstrated the least prevalent direct effect with organisational commitment. However, this result should be interpreted with caution and specific attention would be directed in the limitations and recommendations sections. Organisations will continue to seek for ways on how to improve employee outcomes, especially due to the managerial advantages associated with improved employee outcomes. The present contribution therefore provided relevant and up to date information that transformational and servant leadership, including non-autocratic leadership, can assist organisations in improving organisational commitment and job satisfaction, and, reduce intention to quit in a unique diversity environment such as South Africa.

Given South Africa's unique diversity environment, the present examination made a further contribution by providing empirical evidence that a constructive diversity climate would also be associated with and lead to improved organisational commitment, job satisfaction and non-intention to quit. The current cross-sectional study also found evidence that a constructive diversity climate would contribute the most towards organisational commitment at a single point in time. However, this result should also be interpreted with caution and specific attention would be directed in the limitations and recommendations sections. Previous international literature was silent on what the diversity climate and employee

attitudes relationship would be like in African environments which have been subjected to previously legalised segregation and inherited labour imbalances.

As determined by literature, diversity climate will have a direct consequence on employee attitudes or outcomes. Literature further suggests that leadership would also positively impact employee attitudes or outcomes. Unfortunately, the literature is fairly silent on what the impact of diversity climate would be in relation to leadership and the selected employee attitudes. As a response to the identified limitation by McKay and Avery (2015) who acknowledged limited studies examining an indirect effect of diversity climate, the present study made a valuable contribution to the concept of diversity climate. Although both transformational and servant leadership were found to be worthy contributors to job satisfaction and non-intention to quit, the current study found evidence to suggest this would not be the case for organisational commitment. A conducive diversity climate is required to improve organisational commitment when subjected to transformational and servant leadership. Similarly, non-autocratic leadership is able to ensure non-intention to quit; however, a conducive diversity climate is required for organisational commitment and job satisfaction.

5.4 MANAGERIAL AND THEORETICAL IMPLICATIONS

From a managerial perspective, organisations wishing to improve their diversity management practices and ultimately their diversity climate perceptions should manage diversity beyond normal legislative necessities (Gotsis & Kortezi, 2015). For an organisation to experience the complete advantage of effective diversity management and an improved employee attitude/outcome, requires a focus on eliminating discrimination, improving social justice, taking a stance on diversity and tangibly demonstrating the value of diversity as this will advance employee perceptions in terms of total commitment towards diversity. From an individual perspective, emphasis should be on a more intrinsic commitment towards diversity; an idyllic situation would be for positive actions related to diversity to be voluntary and more market driven (Gotsis & Kortezi, 2015). Organisations that are able to achieve the required improvements in diversity-related perceptions would then further benefit in the form of improved organisational commitment, job satisfaction and intention to quit.

Organisations that wish to enhance organisational commitment should not solely rely on transformational and servant leadership behaviours; equal attention should be awarded to creating positive shared perspectives on how the organisation is managing and valuing

diversity. The same principle applies to organisations encouraging non-autocratic leadership behaviours. Although minimising autocratic leadership behaviours may result in employees' non-intention to quit, organisations wishing to improve organisational commitment and job satisfaction should equally pay attention towards managing and valuing diversity.

It has been highlighted that prospective organisational leaders will have to consider the management of organisational diversity as a specialised skill or ability (Thomas, 2006). The development of a "specialised skill" in order to manage future organisational diversity will necessitate an endless supply of information on aspects of leadership in diverse environments. An important transfer of knowledge, from theory to practice, would be the relay of information related to the type of leadership required to materialise the full organisational benefits associated with diversity and the type of managerial tools (policies and practices) required to enhance the process of achieving those sought after organisational outcomes. Leadership development interventions will further assist organisations; not only will organisations enjoy the normal associated benefits of effective leadership, but also conducive levels of diversity climate and improved employee attitudes/outcomes. Constant feedback and evaluation of leadership efforts will assure that organisational leaders are able to improve continuously.

The constructive relations between leadership and diversity climate can assist participating organisations with the screening process of prospective employees. Assessments indicating favourable levels of leadership should most probably also demonstrate constructive levels of diversity climate. As a result, organisations viewing diversification as a competitive advantage would benefit from employing individuals who exhibit encouraging levels of transformational and servant leadership. An evaluation to determine future employees' opinion regarding a lack of autocratic leadership would also present an organisation with enough evidence for suitable employment fit at a diverse-orientated organisation.

5.5 LIMITATIONS AND RECOMMENDATIONS

The quantitative approach followed by this study can lead to common method bias. Although this concern was considered during the planning phase, a decision to continue with this approach was based on the limited diversity climate assessments investigating mediating effects from a South African perspective. In this regard, it is recommended that a mixed method and/or longitudinal approach be considered for future studies. These methods would allow researchers to determine the reasons why certain observations are recorded.

The non-probability convenience sampling restricts the generalisation of results. Future studies emanating from the present investigation should explore sample requirements in order to generalise results, especially cross-cultural studies. With this in mind, future studies should consider a stratified sampling technique to ensure adequate responses are obtained in order to compare results of all ethnic groups. Although the usage of one sample might also be considered as a limitation, specific consideration was given to this aspect during the planning phase. The study continued to use one sample group, due to the recommendations by Spector (2019) who emphasised that cross-sectional studies have the opportunity to contribute to knowledge by examining certain phenomena at a single point in time. The study was interested how transformational leadership, servant leadership, autocratic leadership, diversity climate and employee attitudes (organisational commitment, job satisfaction and intention to quit) would operate at a single point in time, including which form of leadership would contribute most towards the creation of a conducive diversity climate within one sample group.

Although the cross-sectional design made a valuable contribution towards a current assessment of leadership styles, diversity climate and employee attitudes; the causal effects of diversity climate on these variables can only be confirmed over time. As suggested by Spector (2019), duplication of similar cross-sectional studies over time can identify a trend; however, this would require frequent assessments of leadership, diversity climate and employee attitudes.

All mediation models were tested independently due to insufficient data to construct a uniform model consisting of all antecedent leadership variables and employee attitudes. In order to draw a final conclusion that servant leadership would contribute the most to a conducive diversity climate, non-autocratic leadership would contribute the most towards non-intentions to quit, and diversity climate would contribute the most towards organisational commitment would require a larger sample group and a collective model with all leadership variables as examined in the present study. It is recommended that the sample size should represent at least 10 respondents per scale item in order to construct models (Wolf, Harrington, Clark, & Miller, 2013). A larger sample size would enable the usage of more powerful statistical methods and packages, for example Mplus, and will enable researchers to compare leadership contributions in one model. Future quantitative studies should perhaps consider shorter leadership assessments in order to improve an overall response rate.

Self-report assessments may in certain cases demonstrate common method bias. In order to minimise common source bias, future studies should consider careful assessment of the research environment in order to identify potential sources of bias, implementing both procedural and statistical methods to control for common source bias (Podsakoff, Mackenzie, & Lee, 2003). Lower reliability results (individual consideration and general job satisfaction) might be a result of the low number of scale items, but will still require attention for any future studies in a similar environment. Rephrasing with test and retest methodology would assist in improving reliability for these items.

The study investigated selected leadership styles and mainstream employee attitudes/outputs. The association of authentic and ethical leadership with diversity climate should be explored in future. Diversity climate should also be considered with organisational outputs, for example, profitability, financial indicators, ethical behaviour and indicators of integrity. Alternative diversification outcomes such as discrimination and micro-aggressions will also further contribute towards diversity climate literature in relation to the selected leadership styles.

It seems that the current results examining direct effects of diversity climate on employees' intention to quit, differ from similar previous examinations. Future research from alternative areas in South Africa should be able to either confirm or dismiss the current study's findings. The small sample group might have also contributed to this finding; however, only an independent study with a larger sample would be able to either dismiss or confirm the current findings.

5.6 FINAL CONCLUSION

The objective of this study was to determine the role of leadership styles, given diversity climate in attaining positive employee attitudes in selected South African companies. This objective was achieved, with empirical evidence that transformational, servant and non-autocratic leadership would be associated with improved observations of diversity climate and employee attitudes. The South African contribution further demonstrated that diversity climate would be associated with positive observations of employee attitudes; more specifically, an improved diversity climate would also result in improved levels of job satisfaction and employee intention to quit. As a contribution towards global diversity climate literature, the study found evidence that transformational leadership would indirectly impact organisational commitment via diversity climate. Servant leadership would also influence

organisational commitment through diversity climate. Non-autocratic leadership would also indirectly enhance organisational commitment and job satisfaction through diversity climate.

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ANNEXURE A - Questionnaire

Dear participant

Leadership, diversity climate and employee attitude questionnaire

My name is Sean McCallaghan and I am a PHD student at the Potchefstroom Business School of the North-West University (NWU). For my dissertation, I am investigating whether the diversity climate mediates the relationship between leadership styles and employee attitudes in a selection of South African companies. Because you are an employee of a South African company, I am inviting you to participate in this research study by completing the attached questionnaire. The data from this questionnaire will provide insight into the relationships between leadership styles, diversity climate and employee attitudes.

The questionnaire will take approximately 30 minutes to complete. All information provided by you will remain confidential and for that reason, please **do not** include your name. The results of the survey will be used as part of the focus of my PHD dissertation. Once completed, the dissertation will be published within the public domain and will be available from the North-West University library.

If you choose to participate in this study, please answer all questions as honestly as possible. Participation is strictly voluntary and you may choose to not take part without fear of retribution. The completion of the questionnaire will serve as an indication of your willingness to participate in this study. If you require additional information or have any questions, please contact me at the number listed below.

Thank you kindly for taking the time to assist me in my academic endeavours.

Sincerely,

Sean McCallaghan

Student Nr: 12317578

Cell: 071 608 3652 / E-mail: mccallaghansean@gmail.com

Promoter: Prof Leon Jackson

Potchefstroom Business School: North West University

Tell: 018 299 1521 / E-mail: leon.jackson@nwu.ac.za

Assistant Promoter: Dr. M Heyns

Potchefstroom Business School: North West University

Tell: 018 299 1494 / E-mail: Marita.heyns@nwu.ac.za

SECTION 1: BIOGRAPHICAL INFORMATION

1 Year of birth_____

2 Gender

Male	Female

3 Educational qualifications (Please only indicate your highest qualification)

3.1		Matric / Grade 12
3.2		Post matric qualification (Diploma)
3.3		University degree (BA, Bcom, BSc etc.)
3.4		Postgraduate degree (Honours, Masters or Doctorate)

4 Please select your demographic group:

4.1		White
4.2		Black
4.3		Indian
4.4		Coloured
4.5		Other

5 Which of the following best describes your employment status?

5.1		Permanent
5.2		Temporary

6 Level of employment

7.1		Senior management/Executive
7.2		Middle / Line management
7.3		General worker

7 How many years have you worked in the current position?

8 Which of the following best describes your region where you spent the majority of your younger life (Birth - 18 years old)

8.1		**Rural** - Mainly farming activities, small towns etc.
8.2		**Urban** - Mainly cities and metropolitan areas

NB! EACH SECTION HAS ITS OWN UNIQUE SCALE. INDICATE YOUR SELECTION WITH A CLEARLY MARKED (X)

SECTION 2

Part A1	For each statement indicate with (X) on how the organization met your expectations or did not meet your expectations	1 Well below expectations	2 Below expectations	3 Neither below or above expectations	4 Above expectations	5 Well above expectations
1	Recruiting from diverse sources.	1	2	3	4	5
2	Offers equal access to training.	1	2	3	4	5
3	Open communication on diversity.	1	2	3	4	5
4	Publicize diversity principles.	1	2	3	4	5
5	Offers training to manage diverse population.	1	2	3	4	5
6	Respect perspectives of people like me.	1	2	3	4	5
7	Maintains diversity-friendly work environment.	1	2	3	4	5
8	Workgroup has climate that values diverse perspectives.	1	2	3	4	5
9	Top leaders visibly commit to diversity.	1	2	3	4	5

Part B

	Part B	For each statement indicate with (X) on what extent to you agree or disagree. My Manager……...	Totally disagree	Disagree	Neither agree or disagree	Agree	Totally agree
1	Invests time and energy developing others' potential.		1	2	3	4	5
2	Considers the effects of organizational decisions on the community.		1	2	3	4	5
3	Effectively thinks through complex problems.		1	2	3	4	5
4	Maintains high ethical standards.		1	2	3	4	5
5	Inspires others to lead through service.		1	2	3	4	5
6	Recognizes when employee morale is low without asking.		1	2	3	4	5
7	Looks for ways to make others successful.		1	2	3	4	5
8	Encourages open exchange of information throughout the organization.		1	2	3	4	5
9	Sacrifices personal benefit to meet employee demands.		1	2	3	4	5
10	Encourages debate of his or her ideas.		1	2	3	4	5
11	Serves others willingly with no expectation of reward.		1	2	3	4	5
12	Inspires employee trust.		1	2	3	4	5
13	Invites constructive criticism.		1	2	3	4	5
14	Shares power with other throughout the organization.		1	2	3	4	5
15	Nurtures employee leadership potential.		1	2	3	4	5
16	Encourages employees to volunteer in the community.		1	2	3	4	5
17	Seems able to tell if something is going wrong in the organization.		1	2	3	4	5
18	Refuses to use manipulation of deceit to achieve his or her goals.		1	2	3	4	5
19	Promotes empathy and tolerance throughout the organization.		1	2	3	4	5
20	Encourages a spirit of cooperation among employees.		1	2	3	4	5

21	Inspires organizational commitment.	1	2	3	4	5
22	Places the interests of others before self-interest.	1	2	3	4	5
23	Express genuine enjoyment in serving others.	1	2	3	4	5
24	Willingly shares credit for organizational accomplishments.	1	2	3	4	5
25	Treats all employees with dignity and respect.	1	2	3	4	5
26	Demonstrates clear understanding of how to attain organizational goals.	1	2	3	4	5
27	Displays interest in learning from employees, regardless of their level in the organization.	1	2	3	4	5
28	Tries to build consensus among employees on important decisions.	1	2	3	4	5
29	Ensures greatest decision-making control given to employees most affected by decision.	1	2	3	4	5
30	Solves organizational problems with new and creative ideas.	1	2	3	4	5
31	Refuses to compromise ethical principles in order to achieve success.	1	2	3	4	5
32	Freely admits his or her mistakes.	1	2	3	4	5
33	Promotes transparency and honesty throughout the organization.	1	2	3	4	5
34	Takes time to talk to employees on a personal level.	1	2	3	4	5
35	Follows through on what he/she promises to do.	1	2	3	4	5
36	Articulates a clear direction for organization's future.	1	2	3	4	5
37	Listens carefully to others.	1	2	3	4	5
38	Looks for new ways to make employee' jobs easier.	1	2	3	4	5
39	Believes our organization should give back to the community.	1	2	3	4	5
40	Values integrity more than profit or personal gain.	1	2	3	4	5
41	Believes employees should be given freedom to handle difficult situations in the way they feel best.	1	2	3	4	5
42	Prefers serving others to being served by others.	1	2	3	4	5

43	Demonstrates sensitivity to employees' personal obligations outside the workplace.	1	2	3	4	5
44	Enthusiastically celebrates others' accomplishments.	1	2	3	4	5
45	Believes our organization has a duty to improve the community in which it operates.	1	2	3	4	5
46	Values diversity and individual differences in the organization.	1	2	3	4	5
47	Consistently tries to bring out the best in others.	1	2	3	4	5
48	Believes employees should be provided with work experiences that enable them to develop new skills.	1	2	3	4	5
49	Demonstrates concern for employees' personal well-being.	1	2	3	4	5
50	Engages in community service and volunteer activities outside of work.	1	2	3	4	5
51	Makes employee career development an organizational priority.	1	2	3	4	5
52	Welcomes ideas and input from employees at all levels of the organization.	1	2	3	4	5
53	Creates a feeling of belonging in our organization.	1	2	3	4	5
54	Communicates candidly with others.	1	2	3	4	5
55	Models the behavior he/she expects from others in organization.	1	2	3	4	5

Part C

	For each statement indicate with (X) to what extent do you agree or disagree. My manager…..	1 Disagree strongly	2 Disagree	3 Slightly disagree	4 Undecided	5 Slightly agree	6 Agree	7 Strongly agree
1	My manager has a clear understanding of where we are going	1	2	3	4	5	6	7
2	My manager paints an interesting picture of the future for our group/section	1	2	3	4	5	6	7
3	My manager always seeking new opportunities for the group/organization	1	2	3	4	5	6	7
4	My manager inspires others with his or her plans for the future	1	2	3	4	5	6	7
5	My manager is able to get others to be committed to his or her dreams	1	2	3	4	5	6	7
6	My manager leads by "doing" rather than simply "telling"	1	2	3	4	5	6	7
7	My manager provides a good model for others to follow	1	2	3	4	5	6	7
8	My manager leads by example	1	2	3	4	5	6	7
9	My manager fosters collaboration among group members	1	2	3	4	5	6	7
10	My manager encourages employees to be "team players"	1	2	3	4	5	6	7
11	My manager gets the group to work together for the same goal	1	2	3	4	5	6	7
12	My manager develops a team attitude and spirit among employees	1	2	3	4	5	6	7
13	My manager shows that he/she expects a lot of others	1	2	3	4	5	6	7
14	My manager insists on only the best performance	1	2	3	4	5	6	7
15	My manager will not settle for second best	1	2	3	4	5	6	7
16	My manager acts without considering the feelings for others*	1	2	3	4	5	6	7
17	My manager shows respect for the personal feelings of others	1	2	3	4	5	6	7
18	My manager is thoughtful of the personal needs of others	1	2	3	4	5	6	7

19	My manager treats others without considering their feelings*	1	2	3	4	5	6	7
20	My manager challenges others to think about old problems in new ways	1	2	3	4	5	6	7
21	My manager asks questions that prompts others to think	1	2	3	4	5	6	7
22	My manager stimulates others to rethink the way they do things	1	2	3	4	5	6	7
23	My manager has ideas that challenges others to re-examine some of their basic assumptions about work	1	2	3	4	5	6	7
24	My manager always gives positive feedback when others perform well	1	2	3	4	5	6	7
25	My manager gives special recognition when others' work is very good	1	2	3	4	5	6	7
26	My manager commends others when they do a better-than-average job	1	2	3	4	5	6	7
27	My manager personally compliments others when they do outstanding work	1	2	3	4	5	6	7
28	My manager frequently do not acknowledge the good performance of others*	1	2	3	4	5	6	7

Part D

	Part D	For each statement indicate with (X) on how frequently your manager/supervisor displays the behaviour	Always	Often	Occasionally	Seldom	Never
1	My manager/supervisor ignores my suggestions and opinions.		1	2	3	4	5
2	My manager/supervisor does not request any suggestions or opinions.		1	2	3	4	5
3	My manager/supervisor rarely communicates decisions.		1	2	3	4	5
4	My manager/supervisor does not explain his or her decisions.		1	2	3	4	5
5	We have to follow and implement instructions without any deviations.		1	2	3	4	5
6	I feel safe to express my opinion.*		1	2	3	4	5
7	Employees are not really allowed to be innovative.		1	2	3	4	5
8	My manager/supervisor frequently looks over my shoulder during office hours.		1	2	3	4	5

Part E

	For each statement indicate with (X) to what extent you agree or disagree Part E	1 Strongly Disagree	2 Disagree	3 Neither agree or disagree	4 agree	5 strongly agree
1	To know my own work had made a contribution to the good of the organization or would please me.	1	2	3	4	5
2	I feel myself to be part of the organization or client.	1	2	3	4	5
3	Even if this organization or client was not doing too well, I would be reluctant to change to another employer or client.	1	2	3	4	5
4	In my work, I like to feel that I am making some effort, not just for myself but for the organization or client as well.	1	2	3	4	5
5	I am quite proud to be able to tell people who it is I work for (Organization or Client).	1	2	3	4	5

Part F

	For each statement indicate with (X) to what extent you agree or disagree Part F	1 Strongly Disagree	2 Disagree	3 Neither agree or disagree	4 agree	5 strongly agree
1	These days, I often feel like quitting.	1	2	3	4	5
2	Despite the obligations I have made to this organization, I want to quit my job as soon as possible.	1	2	3	4	5
3	At this moment, I would like to stay with organization as long as possible.*	1	2	3	4	5
4	If I could, I would quit today.	1	2	3	4	5

Part G

	For each statement indicate with (X) to what extent are you satisfied or dissatisfied with your current job. Part G	1 Very Dissatisfied	2 Dissatisfied	3 Neutral	4 Satisfied	5 Very Satisfied
	On my present job, this is how I feel about…….					
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 or 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 chance 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 this 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 good job.	1	2	3	4	5
20	The feeling of accomplishment I get from the job.	1	2	3	4	5

Part H

		1	2	3	4	5	6	7
Part H	**For each statement indicate with (X) to what extent you agree or disagree with regards to your own work situation.**	**Strongly Disagree**	**Disagree**	**Disagree somewhat**	**Neither disagree or agree**	**Agree somewhat**	**Agree**	**Strongly Agree**
1	Helps others who have heavy workloads.	1	2	3	4	5	6	7
2	Is the "squeaky wheel" that always needs greasing.*	1	2	3	4	5	6	7
3	Believes in giving an honest day's work for an honest day's pay.	1	2	3	4	5	6	7
4	Tries to avoid creating problems for coworkers.	1	2	3	4	5	6	7
5	Consumes a lot of time complaining about trivial matters.*	1	2	3	4	5	6	7
6	Keeps abreast of changes in the organization.	1	2	3	4	5	6	7
7	Tends to make "mountains out of molehills".*	1	2	3	4	5	6	7
8	Considers the impact of his or her actions on coworkers.	1	2	3	4	5	6	7
9	Attends meetings that are mandatory, but are considered important.	1	2	3	4	5	6	7
10	Is always ready to lend a helping hand to those around him/her.	1	2	3	4	5	6	7
11	Attends functions that are not required, but help the company image.	1	2	3	4	5	6	7
12	Reads and keeps up with organization announcements, memos, and so on.	1	2	3	4	5	6	7
13	Helps others who have been absent.	1	2	3	4	5	6	7
14	Does not abuse the rights of others.	1	2	3	4	5	6	7

15	Willingly helps others who have work related problems.	1	2	3	4	5	6	7
16	Always focus on what's wrong, rather than the positive side.*	1	2	3	4	5	6	7
17	Takes steps to try to prevent problems with other workers.	1	2	3	4	5	6	7
18	Attendance at work is above the norm.	1	2	3	4	5	6	7
19	Always finds fault with what the organization is doing.*	1	2	3	4	5	6	7
20	Is mindful of how his or her behavior affects other people's jobs.	1	2	3	4	5	6	7
21	Does not take extra breaks.	1	2	3	4	5	6	7
22	Obeys company rules and regulations even when no one is watching.	1	2	3	4	5	6	7
23	Helps orient new people even though it is not required.	1	2	3	4	5	6	7
24	Is one of my most conscientious employees.	1	2	3	4	5	6	7

END – THANK YOU

ANNEXURE B – Acceptance letter: SAJIP

****

Ref. No.: 1614

Manuscript title: Exploring organisational diversity climate with associated antecedents and employee outcomes

Journal: SA Journal of Industrial Psychology

ISSN: 0258-5200, E-ISSN: 2071-0763

****

Dear Sean McCallaghan

You will be pleased to know that your manuscript was accepted for publication on 2019-04-15.

We would like to confirm that your manuscript has now been sent to our publishing department for finalization.

Kindly note:

1. If you need to make contact with the publisher during the finalization stage of your manuscript, kindly contact us per email or phone. Your new publisher contact will be Jana Venter, email: publishing@sajip.co.za and telephone extension: 507.
2. The finalization procedure works as follows:
a. The first stage is the language editing that is returned to the corresponding author for review. This will be the final opportunity for the corresponding author to make text changes to the manuscript.
b. At a later stage, the editorial staff will send the corresponding author one set of galley proofs, at which time the author will have two working days to mark any typographical errors.
3. Manuscript tracking is available on the submitting authors' journal profile. The submitting Author could visit their home page frequently to assess the stage of the manuscript.

Kind regards,

Chanell Barnard: AOSIS Submissions and Review

review@sajip.co.za

Phone 021 975 2602

SA Journal of Industrial Psychology
https://www.sajip.co.za

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ANNEXURE C - SAJIP Author guidelines

Title: The article's full title should contain a maximum of 95 characters (including spaces).

Abstract: The abstract, written in English, should be no longer than 250 words and must be written in the past tense. The abstract should give a succinct account of the objectives, methods, results and significance of the matter. The structured abstract for a Qualitative Research article should consist of seven paragraphs labelled Orientation, Research purpose, Motivation for the study, Research approach/design and method, Main findings, Practical/managerial implications and Contribution/value-add.

Introduction: Provide the following, each under their own heading.

- Orientation
- Research purpose and objectives
- Literature review

Research design: Provide the following, each under their own heading and subheading.

- Research approach
- Research strategy
- Research method
    - Research setting
    - Entrée and establishing researcher roles
    - Research participants and sampling methods
    - Data collection methods
    - Data recording
    - Strategies employed to ensure data quality and integrity
    - Data analysis
    - Reporting style

Results: The reporting of the results must be clearly linked to the research objectives and research hypotheses. Tables may be used or models (diagrams/figures) may be drafted to indicate key components of the results of the study.

Discussion: Provide the following, each under their own heading.

- Outline of the results
- Practical implications
- Limitations and recommendations

Conclusion: Provide a brief conclusion that summarises the results and their meaning or significance in relation to each objective of the study.

Acknowledgements: Those who contributed to the work but do not meet our authorship criteria should be listed in the Acknowledgments with a description of the contribution. Authors are responsible for ensuring that anyone named in the Acknowledgments agrees to be named. Also provide the following, each under their own heading:

- Competing interests: This section should list specific competing interests associated with any of the authors. If authors declare that no competing interests exist, the article will include a statement to this effect: *The authors declare that they have no financial or personal relationship(s) that may have inappropriately influenced them in writing this article.* Read our **policy on competing interests**.
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- Funding: Provide information on funding if relevant
- Disclaimer: A statement that the views expressed in the submitted article are his or her own and not an official position of the institution or funder.

References: Authors should provide direct references to original research sources whenever possible. References should not be used by authors, editors, or peer reviewers to promote self-interests. Refer to the journal referencing style downloadable on our *Formatting Requirements* page.

ANNEXURE D - Author guidelines: SAJHRM

ORA: Quantitative research full structure

Title: The article's full title should contain a maximum of 95 characters (including spaces).

Abstract: The abstract, written in English, should be no longer than 250 words and must be written in the past tense. The abstract should give a succinct account of the objectives, methods, results and significance of the matter. The structured abstract for a Quantitative Research article should consist of seven paragraphs labelled Orientation, Research purpose, Motivation for the study, Research approach/design and method, Main findings, Practical/managerial implications and Contribution/value-add.

Introduction: Provide the following, each under their own heading.

- Orientation
- Research purpose and objectives

Literature review: Provide a summary of previous research findings, indicating the gap in the literature and the necessity to address this void.

Research design: Provide the following, each under their own heading and subheading.

- Research approach
- Research method
    - Research participants
    - Measuring instruments
    - Research procedure and ethical considerations
    - Statistical analysis

Results: The reporting of the results must be clearly linked to the research objectives and research hypotheses. Tables may be used or models (diagrams/figures) may be drafted to indicate key components of the results of the study.

Discussion: Provide the following, each under their own heading.

- Outline of the results
- Practical implications
- Limitations and recommendations

Conclusion: Provide a brief conclusion that summarises the results and their meaning or significance in relation to each objective of the study.

Acknowledgements: Those who contributed to the work but do not meet our authorship criteria should be listed in the Acknowledgments with a description of the contribution. Authors are responsible for ensuring that anyone named in the Acknowledgments agrees to be named. Also provide the following, each under their own heading:

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- Disclaimer: A statement that the views expressed in the submitted article are his or her own and not an official position of the institution or funder.

References: Authors should provide direct references to original research sources whenever possible. References should not be used by authors, editors, or peer reviewers to promote self-interests. Refer to the journal referencing style downloadable on our *Formatting Requirements* page.

ANNEXURE E - Author guidelines: JPA

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• Abstract: Articles and abstracts must be in English. Submission of abstracts translated to French, Portuguese and/ or Spanish is encouraged. For data-based contributions, the abstract should be structured as follows: Objective – the primary purpose of the paper, Method – data source, participants, design, measures, data analysis, Results – key findings, implications, future directions and Conclusions – in relation to the research questions and theory development. For all other contributions (except editorials, book reviews, special announcements) the abstract must be a concise statement of the content of the paper. Abstracts must not exceed 150 words. The statement of the abstract should summarise the information presented in the paper but should not include references.

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• Tables and figures: These should contain only information directly relevant to the content of the paper. Each table and figure must include a full, stand-alone caption, and each must be sequentially mentioned in the text. Collect tables and figures together at the end of the manuscript or supply as

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Book

Gore, A. (2006). An inconvenient truth: The planetary emergency of global warming and what we can do about it. Emmaus, PA: Rodale.

Edited book

Galley. K. E. (Ed.). (2004). Global climate change and wildlife in North America. Bethesda, MD: Wildlife Society.

Chapter in a book

Cook, D. A., & Wiley, C. Y. (2000). Psychotherapy with members of the African American churches and spiritual traditions. In P. S. Richards & A. E. Bergin (Ed.), Handbook of psychotherapy and religiosity diversity (pp 369–396). Washington, DC: American Psychological Association.

Magazine article

Begley, S., & Murr, A. (2007, July 2). Which of these is not causing global warming? A. Sport utility vehicles; B. Rice fields; C. Increased solar output. Newsweek, 150 (2), 48–50.

Newspaper article (signed)

Landler, M. (2007, June 2). Bush's Greenhouse Gas Plan Throws Europe Off Guard. New York Times, p. A7.

Unpublished thesis

Appoh, L. (1995). The effects of parental attitudes, beliefs and values on the nutritional status of their children in two communities in Ghana (Unpublished master's thesis). University of Trondheim, Norway.

Conference paper

Sternberg, R. J. (2001, June). Cultural approaches to intellectual and social competencies. Paper presented at the Annual Convention of the American Psychological Society, Toronto, Canada

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ANNEXURE F – Acceptance letter: Journal of Psychology in Africa

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TAX INVOICE # 2019065C

November 15, 2019

Dr. Sean McCallaghan
NWU Business School
North-West University, Vanderbijlpark Campus
Vanderbijlpark, South Africa

Dear Dr. Sean McCallaghan

Congratulations on the publication acceptance of your manuscript this October as follows:

Examining the mediating effect of diversity climate on the relationship between destructive leadership and employee attitudes

Your manuscript is scheduled to publish in **Volume 29 (6)** of the JPA this **December 2019.** Your Manuscript Processing Charge is invoiced. Please pay by **November 25, 2019**

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