



Leadership in managing social workers of the Department of Social Development in Sedibeng

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

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Graduation May 2018

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Acknowledgements

I thank God for allowing me to have the time, ability and means to pursue an MBA. Gods' love has kept me strong in the mist of trials and tribulations and his grace has kept me sane. I would like to acknowledge the following people for the positive impact they have had in my life:

- My daughter Tswelopele Phati. I want you to know that you are limitless, blessed and loved. I enjoy witnessing the marvels of God through you.
- My mother Edith Phati, thank you for praying for me. Your strength, courage and faith in God amaze me. Thank you for believing in me.
- To my siblings Mpho, Hope and Thato Phati, thank you for supporting me with words, with actions and with kindness. I love you.
- To Lerato Onela Makgatheng, friend I miss you.

I would also like to express my deepest gratitude to the following people:

- To Professor Jan Visagie for your guidance and leadership
- The Department of Social development for granting me permission to conduct this study
- To all the MBA lecturers and the personnel employed by the NWU School of Business and Governance, for the professional and reliable service.
- To Professor Faans Steyn for the assistance with the statistical analysis for the study
- To my friends and colleagues at the Department of Social Development in Sedibeng, thank you for participating in the research with such enthusiasm. Your support really meant a lot to me, it pushed me to move forward even when I was feeling down.

Abstract

Literature on leadership within the public sector, particularly in social work is still developing although social work as a profession originated in the 19th century. The purpose of this study was to investigate leadership styles prevalent in the Department of Social Development in Sedibeng and the relationship between the leadership styles to turnover intentions and job satisfaction of employees.

Quantitative research was undertaken for this study, A stratified random sample of (N=125) social work employees registered with the Council for Social Service Professions(SACSSP) and employed full time by the Department of Social Development was selected for this research. 115 completed questionnaires were received and analysed by the North-West University Statistics Department. The questionnaires measured leadership styles of managers as perceived by social workers, the job satisfaction and turnover intentions of the social workers were also measured.

Findings indicate that social workers perceived transformational leadership style as the dominant leadership style in the Department of Social Development in Sedibeng. Findings also show that respondents perceived transformational leadership and contingent rewards as the most effective leadership behaviours of a leader.

Despite there being some prevalence of transformational leadership, employees indicated that they are dissatisfied with salary and opportunity for promotion as well as the quality of supervision they receive. In addition, a moderate number of respondents indicated that they have turnover intentions.

It is recommended that supervisors should implement the SAPSSP Supervision Framework and conduct quality supervision to promote job satisfaction. Initiatives towards recognising and acknowledging the efforts of subordinates are also recommended.

A call is made for more research to be conducted regarding social work management and leadership and their impact on social worker job attitudes in the South African context.

TITLE: Leadership in managing social workers of the Department of Social Development in Sedibeng

KEYWORDS: leadership, management, social work, transactional leadership, transformational leadership, laissez-fair leadership, job satisfaction, turnover intentions.

TABLE OF CONTENTS

Cover page	i
Acknowledgements	ii
Abstract	iii
List of figures and diagrams	ix
List of tables	x
Chapter 1: Statement of the problem, research methods and objectives	1
1.1. Introduction	1
1.2. Problem statement	2
1.3. Review of literature	3
1.3.1. The full range leadership model	3
1.3.1.1. Transformational leadership style	3
1.3.1.2. Transactional leadership style	4
1.3.1.3. Laissez-fair leadership style	4
1.3.2. Turnover intentions	5
1.3.3. Job satisfaction	5
1.3.4. Applicable model for the study	7
1.4. Research questions	8
1.5. Research objectives	8
1.5.1. General objectives	8
1.5.2. Specific objectives	8
1.5.3. Scope of the study	8
1.6. Research hypothesis	9
1.7. Research design	9
1.7.1. Research approach	9

1.7.2. Research method	10
1.7.2.1. Literature review	10
1.7.2.2. Research participants and procedure	10
1.7.2.3. Measuring instruments	11
1.7.3. Statistical analysis	11
1.7.4. Ethical considerations	12
1.8. Limitations of the study	12
1.9. Chapter division	13
1.10. Chapter summary and conclusion	14
2. Chapter 2: literature review	15
2.1. Introduction	15
2.2. Background of social work and social work management and leadership	15
2.3. Definition of terms	17
2.4. Leadership theories	19
2.5. Leadership styles	20
2.5.1. Transformational leadership styles	21
2.5.1.1. Inspirational motivation	22
2.5.1.2. Idealised Influence	23
2.5.1.3. Individualised consideration	24
2.5.1.4. Intellectual stimulation	24
2.5.2. Transactional leadership style	25
2.5.2.1 Contingent reward	26
2.5.2.2. Management by exception (Active)	26
2.5.2.3. Management by exception (Passive)	27
2.5.3. Laissez-fair leadership	27

2.6. Selected job attitudes, turnover intentions and job satisfaction	28
2.6.1. Turnover intentions	28
2.6.2. Job satisfaction	29
2.7. The relationship between leadership styles and the selected job attitudes	30
2.7.1. The relationship between leadership styles and turnover intentions	30
2.7.2. The relationship between leadership styles and job satisfaction	30
2.9. Chapter summary and conclusion	31
Chapter 3: empirical research	
3.1. Introduction	32
3.2. Research objectives	32
3.2.1. Specific objectives	32
3.3. Research design	32
3.4. Data collection	33
3.4.1. Research procedure	33
3.4.2. Measuring Instruments	33
3.4.3. Ethical considerations	36
3.4.4. Research population	36
3.4.5. The research sample	36
3.5. Description of demographic data	37
3.5.1. Age distribution	37
3.5.2. Gender distribution	37
3.5.3. Race distribution	38
3.5.4. Designation/Position	39
3.5.5. Educational qualifications	39
3.5.6. Work unit	40

3.5.7. Duration of employment	40
3.6 Reliability, means and standard deviations, Parsons Correlation matrix	41
3.6.1. Reliability	41
3.6.2. Arithmetic mean	41
3.6.3. Parsons Correlations matrix	42
3.7. Results of the study	42
3.7.1. Results MLQ actual questionnaire	47
3.7.1.1. Transformational leadership scale	47
3.7.1.2. Transactional leadership scale	47
3.7.1.3. Laissez-fair leadership scale	48
3.7.2. Research results for MLQ ought questionnaire	48
3.7.2.1. Transformational leadership scale	48
3.7.2.2. Transactional leadership scale	49
3.7.2.3. Laissez-fair leadership scale	49
3.7.3. Turnover intentions scale	49
3.7.4. Job satisfaction scale	50
3.8. Discussion	51
3.8.1. Assessing leadership styles adopted by management at the Department of Social Development in Sedibeng.	51
3.8.1.1. Transformational leadership	52
3.8.1.2. Transactional leadership	54
3.8.1.3. Laissez-fair leadership	55
3.8.2. Assessing leadership styles preferred By social workers from the Department of Social	

Development in Sedibeng	56
3.8.2.1. Transformational leadership	57
3.8.2.2. Transactional leadership	58
3.8.2.3. Laissez-fair leadership	59
3.8.3. Assessing turnover intentions of social workers	
From the Department of Social Development in Sedibeng	60
3.8.4. Assessing the job satisfaction of social	
Workers from the Department of Social Development	61
3.9. Assessing correlations between constructs	63
3.9.1. Leadership styles actual and turnover intentions	64
3.9.2. Leadership styles actual leadership with job satisfaction	66
3.10. Chapter summary and conclusion	68
Chapter 4: Summary of findings, recommendations and conclusion	
4.1. Introduction	69
4.2. Synopsis of the study	69
4.3. Review of study objectives	70
4.4. Summary of findings	70
4.5. Recommendations	72
4.6. Limitations of the study	74
4.7. Future research	74
4.8. Conclusion	74
References	75
ANNEXURES	
Annexure A: Ethics clearance letter from North West University	
Annexure B: Letter granting permission to conduct research at the Department of Social Development in Sedibeng	
Annexure C: Questionnaire	

LIST OF FIGURES AND DIAGRAMS

Figure 1.1:	Theoretical model of leadership for the study	7
Figure 3.1:	Age distribution of participants	37
Figure 3.2:	Gender distribution of participants	38
Figure 3.3:	Race distribution of respondents	38
Figure 3.4:	Designation or position of respondents	39
Figure 3.5:	Duration of employment	40

LIST OF TABLES

Table 2.1:	The differences between leadership and management	17
Table 3.1:	Educational qualifications of respondents	39
Table 3.2:	Work unit of respondents	40
Table 3.3:	The results of the Cronbach's alpha, the mean and standard deviation for nine leadership constructs included in the full range leadership model, MLQ Actual leadership questionnaire	43
Table 3.4:	The results of the Cronbach's alpha, the mean and standard deviation for nine leadership constructs included in the full range leadership model, MLQ Ought leadership questionnaire	44
Table 3.5:	The results for the Cronbach's alpha, the mean and standard deviation of turnover intentions scale	45
Table 3.6:	The results of the Cronbach's alpha, the mean and standard deviation for job satisfaction scale	46
Table 3.7:	Summary of finding MLQ Actual leadership styles questionnaire	51
Table 3.8:	Summary of finding MLQ Ought leadership styles questionnaire	56
Table 3.9:	Summary of finding turnover intentions questionnaire	60
Table 3.10:	Summary of finding job satisfaction questionnaire	61
Table 3.11:	Correlation matrix actual leadership styles, turnover intentions and job satisfaction	63

CHAPTER 1: STATEMENT OF THE PROBLEM, RESEARCH METHOD AND OBJECTIVES.

1.1.INTRODUCTION

Leadership as a phenomenon has been explored by many researchers from diverse backgrounds such as sociology, theology, government, politics and industrial organisations (Komives *et al.*, 2016:7). These researchers found various definitions for the term leadership which were subjective to the purpose and goals of their research. For this study leadership is defined as a managerial practice of persuading, encouraging and empowering individuals in the organisation to strive towards attaining work goals effectively and efficiently (Mc Shane & Glinow, 2010:360; Hur, 2008:359).

A historical assessment of the literature on leadership has revealed several approaches to leadership including the great man theory, trait theory, participative theory and situational theory (Schmid, 2006:180; Sethuraman & Suresh, 2014:166). The development of this body of knowledge can broadly be divided into three main themes namely; the qualities approach, where the focus is on the leader and their leadership competencies; the second theme is the contingency approach where leadership focuses on the situation, the last theme is based on the interaction between leaders and followers (Boehm & Yoels, 2009:1362; Mc Shane & Glinow, 2010:365). **The last approach has been adopted by most** researchers, and they have created a model which includes three categories of leadership, that is transactional, transformational and laissez-fair leadership styles (Avolio *et al.*, 1999).

According to Boehm and Yoels (2009:1360) various studies have shown the impact of leadership and leadership styles to effectiveness in different organisations including, social welfare organisations. Elpers and Westhuis (2008:28) have said that leadership plays a crucial role in the organisations' productivity and employee need satisfaction. In addition, Haeseler (2013:45) supports that leadership styles of professionals have an impact on service delivery and the effectiveness of interventions. Thus, the purpose of this study was to explore leadership in the social work service setting.

Hur (2008:360) emphasised that Public Social Service Organizations could be ideal locations for investigating leadership empirically. Studies of leadership in these setting already exist. However, they are relatively few and are still developing (Lawler, 2007:123; Elpers, *et al.*, 2008:28).

Seemingly, there is a gap in the literature concerning leadership in the public sector, particularly within the social work profession in South Africa. It is said that leadership styles of social service professionals can differ from those of administrative or even production managers (Lawler, 2007:127; Hur, 2008:360). Therefore, it is necessary to investigate how leadership is perceived by the social service professionals, which leadership style is preferred by the social service professionals and how leadership can affect turnover and job satisfaction of the social service professionals.

1.2.PROBLEM STATEMENT

In the public sector, it is vital that within the levels of senior management there are proficient, qualified and experienced social work managers that can manage human resources for effective and efficient performance (Haeseler, 2013:45). The role of the senior manager in the public service is to give subordinates required skills and competencies to achieve their individual and organisational objectives (The Department of Public Service and Administration, 1997:8). Also, employees need to be managed to make sure that there is a constant feeling of motivation and job satisfaction in the workplace.

Social work managers only obtain management positions after progressing through ranks of their respective organisations, a business qualification is not a requirement (Hassan *et al.*, 2013:8). However, The Public service commission (2014:5) identified a shortage of management skills and competencies among public service managers, resulting in a skills gap that is responsible for reducing the effectiveness of government services. Due to this skill gap this study attempts to determine the leadership styles of leaders in the Gauteng Department of Social Development in Sedibeng to determine the significance of the relationship of prevalent leadership styles with turnover intentions and job satisfaction of employees.

1.3.LITERATURE REVIEW

Research has shown that social workers in South Africa experience major challenges concerning job satisfaction, burnout, occupational stress, salary dissatisfaction, job security, limited upward mobility and retention/ turnover intentions (Calitz, *et al.*, 2014:154; Naidoo & Kasiram, 2014:118; Joseph, 2017:3). For this reason, this study has not only considered leadership styles of managers but also job attitudes of employees such as job satisfaction and turnover intentions. The leadership styles that this research has focused on include transformational, transactional and laissez-fair leadership styles. While the selected job attitudes for these researches include job satisfaction and turnover intentions.

1.3.1. Full range leadership model

Sosik and Godshalk (2000:370) state that the Full Range Leadership Model (FRLM) was developed by Bass (1998). This model discusses transactional, transformational and laissez-fair leadership styles (Lyons & Schneider, 2009:738). Which include five categories of transformational leadership, three categories of transactional leadership and one category of laissez-fair leadership (Girma, 2016:3). This study discussed the FRL model comprehensively and described each of the leadership categories identified in this model. In addition, the study empirically examined the prevalence of each category discussed under this model in the selected organisation using the Multifactor Leadership Questionnaire (MLQ). According to (Samad *et al.*, 2015:986) the MLQ was developed and validated by Bass (1990), this questionnaire consists of a full range of leadership models which were further developed by Bass and Avolio. According to Buble *et al.* (2014:162) appropriate leadership is facilitated by a leadership style which is compatible with the needs of the employees. A leadership style is a way a leader chooses to behave around their follower to influence the follower (Sosik & Godshalk, 2000:366). Therefore, leadership plays a crucial role in how an employee behaves.

1.3.1.1. Transformational leadership style

Avolio *et al.* (2009:423) defines transformational leadership as the leadership activities that inspire followers to perform beyond their limits, while transforming behaviour in order to exceed personal expectations for the benefit of the organisation. Transformational leadership is known as the highest level of leadership and it has been proven as the most effective leadership style compared to other styles of leadership (Boehm & Yoels, 2009). A transformational leader motivates followers to pursue greater organisational goals and to achieve more than they perceived was possible (Cummings *et al.*, 2010:364). They also act to

unleash human potential through development and empowerment initiatives in the workplace (Swanwick & McKimm, 2017:11).

A study by Elpers and Westhuis (2008:29) found that social work supervisors who demonstrate transformational leadership style were more likely to affect their subordinates' job satisfaction positively. Also, other studies have found that employees' perceptions of leaders' transformational leadership inspire trust in that leader (Braun *et al.*, 2013:272). As a result, employees are more eager to go the extra mile to fulfil the expectations of their leader (Asrarul-Haq & Kuchinke, 2016:55).

Transformational leadership consist of four components by Bass (1990) which include idealised influence, inspirational motivation, intellectual stimulation and individual consideration. (Sayeed & Shanker, 2009:807).

1.3.1.2. Transactional leadership style

According to Saleem (2015:564), transaction refers to an exchange process and transactional leadership entails the exchange between the leaders and their follower. Transactional leadership style is based on the leader-follower exchanges where a leader offers the follower rewards for example wages and recognition or administers punishment for work poorly done. A transactional leader always anticipates proficiency, hard work and loyalty from the follower (Keegan & Hartog, 2004:610). However, with this type of leadership genuine commitment from the follower regarding the task objective is often lacking (Timothy *et al.*, 2011:104).

Rudd and Jones (2008:91) have said that transactional leadership is characterised by three elements which include, contingent reward which involves establishing employee expectations of rewards for good performance; management by exception active, where the leader monitors subordinates' deviation from performance standards and lastly management by exception passive where the leader waits to be notified of performance deviations before they intervene (Lyons & Schneider, 2009:738).

1.3.1.3. Laissez-fair

According to Puni *et al.* (2016: 1) laissez-fair leadership is considered non-leadership. Leaders who apply this type of leadership style can be identified by the following characteristics; laissez-fair leaders are leaders who delay in reaction and decision-making (Eagly & Johannesen-Schmid, 2001: 787). Leaders do not regularly interact with their followers (Boehm & Yoels, 2009:1363). They are indifferent and never give their subordinates feedback on work

done (Van Prooijen & deVries, 2016:481). In addition, they expect followers to act without direction, fail to take responsibility for managing, and show no concern for needs of their followers (Sayeed & Shanker, 2009:807).

1.3.2. Job satisfaction

According to Danish *et al.* (2015:103) job satisfaction describes the level of gratification an employee has with their current employment in the organisation. Research has found that there is a combination of factors that create job satisfaction and job dissatisfaction, these factors can be classified as intrinsic/ motivators and extrinsic/hygiene factors (Ohunakin *et al.*, 2016:368). Aydin *et al.* (2013:807) have found that job satisfaction may have a positive or negative affect an employee's physical and mental health, the environment in which they work, as well as the efficiency of services in the organisation.

Melnik (in Kuo *et al.*, 2014:266) has said that job satisfaction reflects an employee's feelings about his/her work environment, which includes the job, the supervisor, the work group, the organisation and personal fulfilment. Additionally, job satisfaction affects a wide range of organisational behaviour and outcomes, including turnover and turnover intention (Kuo *et al.*, 2014:226). Pienaar *et al.* (2007:63) has pointed out that "job satisfaction is considered a major theme in most models on turnover intentions". Also, other studies have found that job satisfaction has consistently and empirically been found to have a negative relationship with turnover (Friedman & Holtom, 2002:407).

1.3.3. Turnover intentions

Mobley (1982:10) defines employee turnover as the action by an employee of terminating membership to an organisation that has been giving monetary payment to them as a form of reward for work done. According to Kim and Stoner (2008:6) turnover in social work negatively affects the quality, reliability and stability of client services which poses a serious problem for social work administration. Problems associated with social worker turnover include employee burnout for remaining social workers; recruitment of new and inexperienced social workers which leads to client mistrust of the organisation and lastly finances associated with administration in the organisation can be negatively affected (Kim & Stoner, 2008:6).

Turnover intentions of employees in diverse organisations have been extensively studied all over the world and researchers have found that turnover intentions can be strong predictors of actual turnover (Alhamwan & Mat, 2015:84). Mobley (cited in Alhamwan and Mat, 2015:85) identified three organisational factors that influence turnover intention significantly among employees, these factors are: leadership styles, opportunities for promotion and salary. Also, Chen *et al.* (2014:838) say that research has shown that supervisors play a significant role in influencing employees' turnover intentions. This statement supports a popular adage that has been established from empirical studies related to turnover and supervision which says that "people quit their supervisors, not their jobs" or "employees don't quit their companies, they quit their boss" (Mathieu *et al.*, 2016:114).

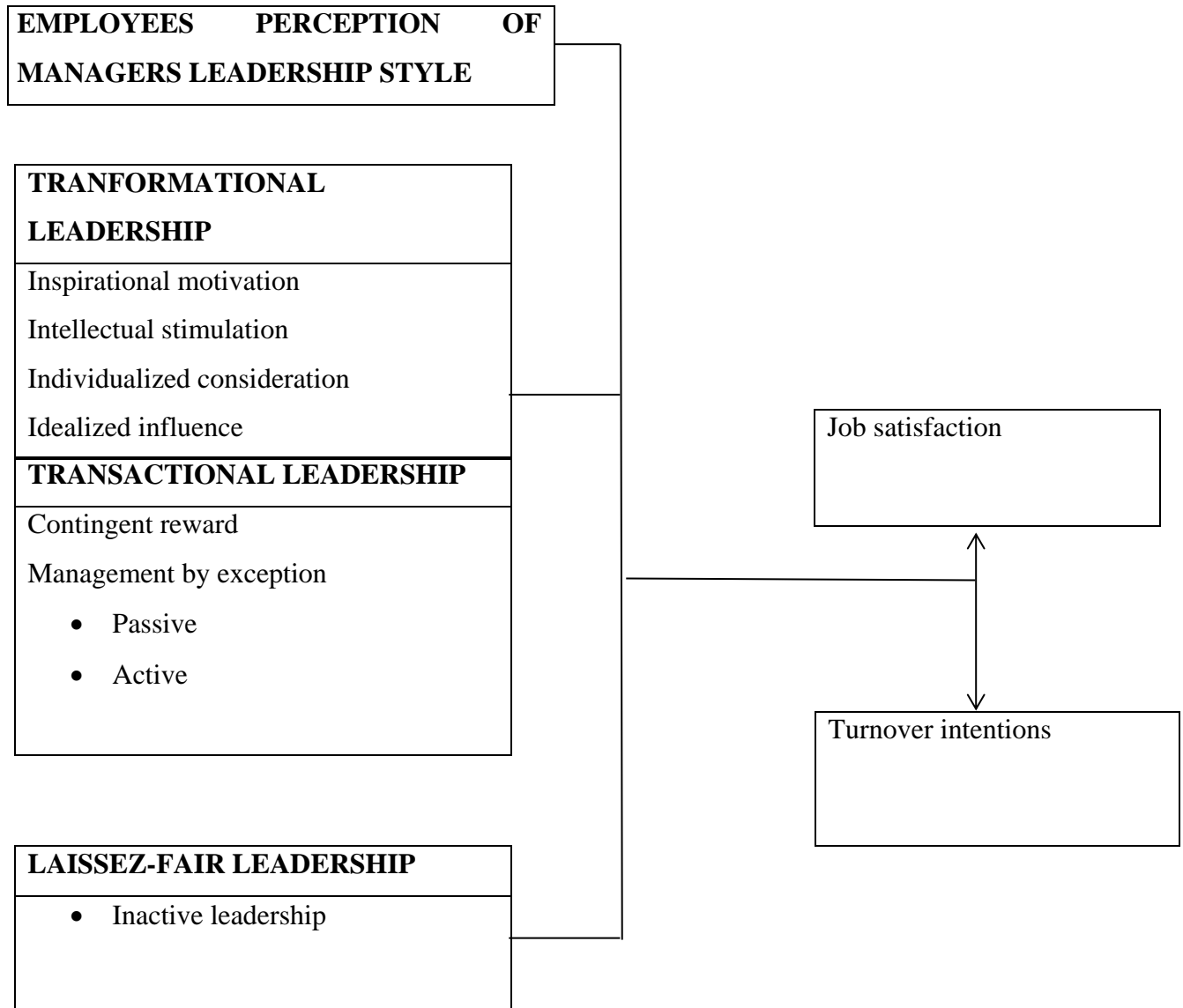
Freund (2005:9) has said that an employee will proceed through certain stages before leaving their job, first a worker will have thoughts of resigning from the organization this can be followed by statements by the worker that they actually want to leave the organization, and then lastly the actual resignation may occur. Turnover can result in losing employees who are highly skilled and experienced, this may have a negative impact on the organisation in terms of impaired service delivery and increased costs of recruiting and training new employees (Bothman & Roodt, 2013:3). Mor Barak (2001:626) categorised three direct costs of employee turnover as separation costs, replacement costs and training costs. Direct costs involve administration functions related to termination, retirement pay-out and unemployment tax; replacement costs involve advertising new vacancy, administrative functions related to new employment, interviews and psychometric tests; training costs involve on the job guidance and arranged formal training in a facility (Mor Barak, 2001:626).

The applicable model of the study is as follows:

1.3.4. Applicable model for the study

THE THEORETICAL MODEL FOR LEADERSHIP IN MANAGING SOCIAL WORKERS

Figure 1.1: theoretical model for the study



1.4.RESEARCH QUESTIONS

The aim of this research was to examine the prevalence of transactional, transformational and laissez-fair leadership styles in the Department of Social Development in Sedibeng and the impact of the leadership styles on the job satisfaction and turnover intentions of social workers in the organisation.

RQ1: Have the managers of the Department of Social Development in Sedibeng adopted transformational, transactional or laissez-fair leadership style?

RQ2: Which leadership style do social workers perceive as the most effective leadership style in managing social workers of the Department of Social Development in Sedibeng?

RQ3: What is the relationship between the three leadership styles with job satisfaction and turnover intentions in the Department of Social Development in Sedibeng?

1.5.RESEARCH OBJECTIVES

1.5.1. General objectives

The purpose of this research was to explore leadership styles adopted by managers from Department of Social Development in Sedibeng. Also, the impact of the leadership styles on job satisfaction and turnover intentions of social workers in the organisation.

1.5.2. Specific objectives

To realise the general objective, the following specific objectives were set:

- Determine if leaders of the Department of Social Development in Sedibeng have adopted a transactional, transformational or laissez-fair leadership style.
- Determine the relationship of the prevalent leadership styles with social workers' job satisfaction and turnover intentions in the organisations.

1.5.3. Scope of study

The scope of the study was extended towards social auxiliary workers, social workers, social work supervisors and social work managers registered with the Council for Social Service Professions(SACSSP) and employed by the Department of Social Development in Sedibeng.

1.6.RESEARCH HYPOTHESIS

H1: Managers in the Department of Social Development in Sedibeng have adopted transformational leadership style in managing social workers.

H2: Managers in the Department of Social Development in Sedibeng have adopted transactional leadership style in managing social workers.

H3: Managers in the Department of Social Development in Sedibeng have adopted laissez- fair leadership style in managing social workers.

H4: There is a negative relationship between transformational leadership style and the turnover intentions of social workers.

H5: There is a negative relationship between transactional leadership style and the turnover intentions of social workers.

H6: There is a positive relationship between laissez-fair leadership style and the turnover intentions of social workers.

H7: There is a positive relationship between transformational leadership style and the job satisfaction of social workers.

H8: There is a positive relationship between transactional leadership style and the job satisfaction of social workers.

H9: There is a negative relationship between laissez-fair leadership style and the job satisfaction of social workers.

1.7.RESEARCH DESIGN

1.7.1. Research approach

The researcher adopted a positivist approach in this study. According to Welman *et al.* (2011:6) the positivist approach is also known as the quantitative approach, with this technique the study can only be based on measurable phenomenon that can be observed objectively. At the beginning of the research, the researcher explicitly defines variables and their categories in order to state their hypothesis, then theories are measured by instruments, which can be analysed using numbered data and statistical procedures, and in the end hypothesis is tested against collected data (Brannen, 2017:14).

1.7.2. Research method

1.7.2.1.Literature review

According to Fouché and Delport (2012:109) the purpose of literature review is to provide the researcher with sound contextual knowledge of the research topic and its constructs. Also, a proper literature review demonstrates that the researcher has contended with current issues related to the topic and understands the main themes related to the topic (Fouché & Delport, 2012:109). The researcher can discover discrepancies and gaps in the current literature and use that to justify current and further research (Welman *et al.*, 2011:38).

For this study, extensive literature review on the subject was done using the following keywords: leadership, full range leadership model, social work, social work management, and job satisfaction and turnover intentions. The researcher completed this chapter of the study by searching through different sources. The sources used included textbooks, scientific journals, Thesis, dissertations, and library databases such as Google scholar, Sabinet, SAc publications, Emerald, Taylor and Francis and Wiley Interscience.

1.7.2.2.Research participants and procedure

The sample frame for the research consisted of employees from the Department of Social Development in Sedibeng, who are employed as social auxiliary workers, social workers, social work supervisors and social work managers. The total number of employee population targeted for this study was approximately 229 at the time of the research.

The Department of Social Development in Sedibeng is situated in four areas which include designated “service points” in the following areas; Sebokeng, Evaton, Vereeniging and Heidelberg. All employees currently reside in Gauteng. The employees comprise of males and females, which are categorised as Black, White, Coloured and Indian. Employees’ ages range from 22 to 63 years, and all staff have a minimum qualification of Grade 12.

The researcher applied to the head of the Department of Social Development in Gauteng to obtain permission to conduct the research and collect data from the region. Once the researcher was given the permission, data was collected by three research field workers who were trained by the researcher to gather data from participants in the four “service points”.

The research field workers along with the researcher administered questionnaires to interested participants who were required to read and complete an informed consent form before completing the questionnaire. The data was collected during working hours and the researcher and research field workers guaranteed the participants’ confidentiality and anonymity.

1.7.2.3. Measuring instruments

The measuring instruments will include questionnaires also known as “documents comprising of questions and other types of related items intended to get information applicable to the study” (Babbie, 2007:246; Sarantakos, 2005:239).

The questionnaire contained five sections with the following headings:

Section A- Demographic information that required respondents to state their gender, age, race, position, highest qualification, work unit and service history in the organisation.

Section B: MLQ “actual” form used to assess transformational, transactional and laissez-fair leadership behaviour of managers as perceived by subordinates reporting directly to the manager.

Section C: MLQ “ought” form used to assess transformational, transactional and laissez-fair leadership managers ought to exhibit according to subordinates reporting directly to the manager.

Section D: Assessed turnover intentions of respondents.

Section E: Assessed job satisfaction of respondents.

Section B and C contained a validated multifactor leadership questionnaire (MLQ), the measuring scale was a Likert measurement ranging from 0 to 4, with one indicating “Not at all” and four “Frequently, if not always”.

To measure job satisfaction, a validated job satisfaction scale by Koeke *et al.* (1994:34) was used, the scale had fourteen items, and the respondents could select scales from 1 “very dissatisfied” to 11 “very satisfied” to describe the level of job satisfaction they are currently experiencing in their current employment.

1.7.3. Statistical analysis

Quantitative data analysis was used to translate data into a mathematical form and use it for statistical analysis (Rubin & Babbie, cited by Fouché & Bartley, 2011:249). The measuring instrument was divided into five sections and after data was collected, statistical analysis was realised using the following software programs, SPSS and PHStat2. These programs revealed means, standard deviations, frequencies, correlations and the Cronbach’s alpha coefficients.

1.7.4. Ethical considerations

The North-West University (NWU) research ethics committee revised the researches topic, scope of research and study methods and subsequently approved the study granting the researcher an ethics number and permission to conduct the study (*see* Annexure A). A letter requesting permission to conduct research at the selected public organisation was written and submitted to the Gauteng Department of Social Development Research Committee, authorization was granted by the acting Head of Department (HOD) of Gauteng Department of Social Development (*see* Annexure B).

The researcher is a social worker who is registered with the South African Council for Social Services Professions (SACSSP). The SACSSP provides a code of ethics, which contains the ascribed ethical standards in which the researcher should abide by when conducting research within an organisation.

The researcher conducted the study and followed the following ethical standards set by the South African Council for Social Services Professions (SACSSP, 2007:10):

- The researcher contributed towards the professions literature and is willing to share their knowledge with the organisation
- The researcher obtained informed consent from the participants by explaining the study appropriately to the participant, the participants agreed to participate in the research to the extent at which they were willing to provide a personal code as an indication of agreement to the research
- The researcher informed the participant of their right to withdraw from the research at any time without any penalty or judgment
- The researcher insured anonymity, privacy and confidentiality of participants and maintained that with the data that was obtained from the research (SACSSP, 2007:10).

1.8.LIMITATION OF THE STUDY

- The study would have been more representative if it had included other social service professionals employed in regions and institutions from Gauteng Department of Social Development.

1.9.CHAPTER DIVISION

The mini-dissertation will be structured as follows:

Chapter1- Nature and scope of the study

- Introduction
- Problem statement
- Objectives of the study
- Scope of the study
- Research methodology
- Literature review
 - Applicable model for the study
- Research questions and objectives
- Research hypothesis
- Research design
- Ethical considerations
- Summary

Chapter 2-Literature review

- Introduction
 - History of social work, social work management and leadership
 - Definition of terms
- Literature study
 - Leadership
 - Transactional leadership style
 - Transformational leadership style
 - Laissez-fair leadership styles
 - Job satisfaction
 - Turnover intentions
- Summary

Chapter 3-Empirical research

- Introduction
 - Data collection method and instruments
 - Description of data
 - Assessment of leadership styles
- Discussion
- Introduction
- Summary

Chapter 4- recommendations

- Introduction
- conclusions
- Recommendations for future research
- Summary

References

Annexures

1.10. CHAPTER SUMMARY AND CONCLUSION

Leadership as a phenomenon is difficult to define however, leadership plays an integral role in ensuring organisations efficiency and effectiveness. Leaders in organisations are able to influence the job attitudes of the employees through their diverse leadership styles.

A model of leadership in this study depicts how employees perceive their managers transformational, transactional and laissez-fair leadership. This model also demonstrates a link between the leadership styles with turnover intentions and job satisfaction. This study investigates the prevalence of the different leadership styles using a quantitative approach. The next chapter focuses on a literature study on the following variables transformational leadership, transactional leadership and laissez-fair leadership styles. And two job attitudes, turnover intentions and job satisfaction. The chapter also outlines how the leadership styles affect the job satisfaction and turnover intentions of employees in the organization.

CHAPTER 2: LITERATURE REVIEW

2.1. INTRODUCTION

The previous chapter provided a definition for the term leadership and presented a rationale for the study. The research aims and objectives were highlighted and hypothesis regarding the study was made. Three leadership styles namely transformational, transactional and laissez-fair leadership were selected as the main variables for this study. These variables were compared to two job attitudes of social workers given as job satisfaction and turnover intentions.

The current chapter provides a review of literature of the background of social work and social work management and leadership, then leadership theory and leadership styles with special reference to transactional leadership, transformational leadership, and Laissez-fair leadership will be discussed. Lastly, this chapter will review literature on job satisfaction and turnover intentions of employees and the relationship of these work attitudes to the selected leadership styles.

2.2. BACKGROUND OF SOCIAL WORK LEADERSHIP AND MANAGEMENT.

Literature on management within public sector, particularly in social work is still developing even though social work as a profession originated in the 19th century (Gray & Lombard, 2008:37; Govender, 2015:12). Over time, the social work profession has acknowledged leadership as an essential skill because of the economic, social, political, cultural and economic forces that guide social services provision (Lawler, 2007:127). In addition, leadership has been found to be a significant task of management, which aids to maximize efficiency and accomplishment organizational objectives (Keskes, 2014:27).

According to Zastrow (2010:5) “social work is a profession that assists individuals, groups, communities and organisations to improve and restore their capacity for social functioning and to create social conditions favourable to their goals”. In addition, social work is defined as “a practice based profession and an academic discipline that promotes social change and development, social cohesion and the empowerment and liberation of people” (Beckertt & Horner, 2015:8; SACSSP).

Originally, social work was practiced as charity work in a time where societies were struggling to deal with poverty and other related problems, currently social work focuses on the needs of people, nation building and public awareness (Govender, 2015:12). Social work has grown considerably because it is the main occupation that provides social welfare services in South Africa due to the development of government social welfare service structures (Gray & Lombard, 2008: 132). Social work managers and social work supervisors in social work service organisations such as the Department of Social Development are recognized as significant mediators for promotion and attainment of organizational goals (The White Paper for Social Welfare, 1997). Also “senior managers in the public service are required to be proficient when it comes to leadership, strategic management, people management, empowerment and change management” (Public Service Commission, 2014:2). Therefore, leadership knowledge, skills and application is important for any person tasked with a management function in the organisation.

In the social work profession, a competent manager is required to be an expert in many fields and must be able to make decisions that are based on knowledge that is varied and multi-faceted (Wimpfheimer, 2004:46). Social work managers are often tasked with motivating employees to successfully accomplish organisational objectives; moreover, they are required to use management skills for task related issues as well as their leadership abilities to create a culture of enthusiasm and innovation in the organisation (Fisher, 2009: 347). Gray and Lombard (2008: 133) say that the concept of management and that of leadership are related, and it is impossible to apply one concept without the other (Efferin & Hartono, 2015:133). Although managers’ functions may differ to those of a leader, some researchers have argued that successful management in diverse organisations involves proper leadership capabilities (Alhamwan & Mat, 2015:86).

Table 2.1 below demonstrates the differences between management and leadership.

Table 2.1: Differences between management and leadership

Management	Leadership
<ul style="list-style-type: none"> • A manager plans to reach goals • They decide on present actions based on previous outcomes • A manager controls resources • While working within boundaries • A manager communicates when and how work will be done • They emphasise reason and logic supported by intuition • They wait for all relevant data before making decisions; and • Measure performance against strategies. 	<ul style="list-style-type: none"> • A leader creates a vision for the future • They make decisions based on the envisioned future • A leader influencing others • While expanding boundaries • A leader commits to get the work done against all odds • They emphasise intuition and feeling supported by reason • They pursue adequate data to decide immediately and • They assess achievements against vision.

(Bellman, 1992:14).

2.3. DEFINITION OF TERMS:

- **The Department of Social Development**

The Department of Social Development is one of nine National departments in South Africa's cabinet. This department is responsible for rendering social welfare services to the people of South Africa and it is regarded as the main employer of social workers in country (Govender, 2015:15).

- **Social work manager**

A social work manager is a social worker functioning at a level of management within the organisation (DSD & SACSSP, 2012:9). Social work management involves the planning, leading, organising and controlling activities in an organisation it in terms of functions relating to programmes, workload, and human resources.

- **Social work supervisor**

Social work supervision can be done by a qualified social worker with the requisite experience and education, who is given authority and is delegated to supervise social work practitioners (DSD & SACSSP, 2012:10). According to Kadushin and Harkness (2014:8) Social work supervision is an administrative task of educating workers, a process of completing work objectives and maintaining accountability and organizational control. The purpose of supervision is to identify administrative, educational and supportive functions within the organization (Turner-Darly & Jack, 2017:36).

- **Social worker**

A social worker is classified as a person registered with the South African Council for service Professions (SACSSP) in terms of Chapter 2 Section 17 of the Social Service Professions Act 110 of 1978 (DSD & SACSSP, 2012:9).

- **Social auxiliary worker**

“Social auxiliary work is a supportive service to social work, rendered by a social auxiliary worker under the supervision of a social worker to further the aims of social work” (DSD & SACSSP, 2012:8).

- **Supervision framework for the Social Work Profession in South Africa**

“The supervision framework was developed in South Africa, informed by existing policies, legislative frameworks and social work supervision theories to promote the effective supervision of social workers, student social workers, social auxiliary workers, learner social auxiliary workers, private practitioners and social work specialists to ensure efficient social work practice and improvement in service delivery” (DSD & SACSSP, 2012).

2.4. LEADERSHIP THEORIES

The theory of “Great Man” was the first theory established during earlier studies on leadership, this theory was popularised in the 1840’s by Thomas Carlyle (Sakiru *et al.*, 2013:35; Bell, 2017). According to Sethuraman and Suresh (2014:166) the theory asserts that leaders have innate characteristics that set them apart from other people and those characteristics are inherited from birth, in addition the theory of “Great Man” only considers males as the only gender suited for leadership (Javed *et al.*, 2014:43).

Apart from the “Great man theory”, several other leadership theories can be found in literature (Schmid, 2006:180). These theories include; the trait theory(1930’s-1940’s), the behavioural perspective on leadership (1940’s-1950’s), contingency theories(1960’s) which include; Fiedler’s contingency, Hersey-Blanchard situational leadership, path-goal, Vroom-Yetton-Jago decision making model of leadership, cognitive resource and strategic contingency theories and lastly the full range leadership model by Burns (1978) which was extended by Bass (1985) (Buble *et al.*, 2014:164; Ensley *et al.*, 2006:218; McShane & Glinow, 2010: 361; Northouse, 2017:1; Lyons & Schneider, 2009:738. Brown & Trevino, 2006:596).

The development of these theories has led to diverse definitions for the term leadership, which have resulted in leadership being defined in terms of traits, influence, power relations, behaviour, role relationship, interaction patterns and occupation (Babu, 2011:480). For example, during earlier studies on leadership, Stogdill (1950) defined leadership as “a process where activities of an organised group are influenced to affect goal setting and realization of aims”. However more recently, Antonakis and Day (2017:5) defined leadership as “a formal and informal contextually entrenched and goal persuading process that happens between a leader and a follower, groups and followers or in organisations”.

The next section will discuss leadership styles; a leadership style is the distinct manner a leader selects to influence the behaviour of their follower. The most common leadership styles found in literature are autocratic, participative, democratic, charismatic, bureaucratic, situational, laissez-faire, transactional and transformational leadership styles (Javed *et al.*, 2014:42; Gonos & Gallo, 2013:157). Also, included in literature are leadership styles such as authentic, spiritual, ethical, servant, shared and vertical, task orientated and people orientated, directive and supportive leadership styles (Haiyan *et al.*, 2017; Venter & Farrington, 2016:36, Ensley *et al.*, 2006, Schmid, 2006:187; Euwema *et al.*, 2007:1039).

2.5. LEADERSHIP STYLES

Effective leadership occurs when a leader influences their subordinates in a positive manner to achieve organisational goals (Nanjundeswaraswamy & Swamy, 2014: 57). Leadership is a vital function of management that aids efficiency and effectiveness among employees (Keskes, 2014:27). Previous research has revealed how different leadership styles can affect organisational outcomes and employee job attitudes, however fewer studies have addressed the relationship between leadership styles, job satisfaction and turnover intentions in the public sector (Samad *et al.*, 2015:984).

According to Otara (2011: 21), an organisations culture and effectiveness can be formed by managers and employees' perceptions of leadership. However, the followers' perception of the leaders' style is more important than the leaders' perceptions of their own leadership style (Elpers & Westhuis, 2008:28). In addition, the employees' perception of their manager's level of support and the work relationship can influence performance (McColl & Anderson, 2002:546). Therefore, it is imperative to note that the perceptions of leadership styles in the organisation may vary according to diverse employees' opinions (Humphrey, 2002:494).

The three leadership styles selected for this study are transactional, transformational and laissez-fair leadership styles, the next sections will discuss in depth the leadership styles and their impact on individual and organizational outcomes namely job satisfaction and turnover intentions.

This study has considered the Full Range Leadership Model of leadership (FRL) to investigate leadership styles adopted by managers who lead social workers in the selected government organisation. According to Girma (2016:3) this model is more accurate in measuring effective leadership and includes three different types of leadership namely transformational, transactional and laissez-fair leadership, which can be measured using the Multifactor leadership questionnaire (MLQ) developed by Avolio and Bass (1994).

2.5.1. Transformational leadership

The next sections will discuss transformational leadership and its four sub-scales formed by (Bass, 1997). The transformational leadership construct is comprised of specific recognizable behaviours demonstrated by the leader these behaviours are categorised as: inspirational motivation, individualized influence, intellectual stimulation and individualized consideration (Caillier, 2016:227).

Lavoie-Tremblay *et al.* (2016:583) state that transformational leadership is the most popular leadership approach which has been studied more than any other leadership style. Burns (in Keskes, 2014:29) defines transformational leadership as the process of achieving planned change through pursuing common goals while understanding and fulfilling the motives of leaders and followers. However, Avolio *et al.* (2009:423) defines transformational leadership as leadership activities that inspire followers to perform beyond their limits, while transforming behaviour in order to exceed personal expectations for the benefit of the organisation. The benefits of transformational leadership include, a positive working environment, increased levels of employees' job satisfaction and organisational commitment (Aydin *et al.*, 2013:807).

Transformational leadership as a universal model has been integrated in many public-sector frameworks (Swanwick &McKimm, 2017:11). Also, this leadership style has been proven as leadership style which provides positive results on individual and organisational outcomes within professions, businesses and cultures (Elberly, 2017:73). According to McColl-Kennedy and Anderson (2002:547) Transformational leadership has a direct impact on organisational performance and an indirect effect on organisational success and effectiveness.

According to Yahaya and Ebrahim (2016:196) transformational leaders encourage followers to exceed work expectations by first raising awareness on the significance of work goals, second influencing subordinate go beyond their own self-interest for the sake of the organization and lastly inspiring subordinates to self-actualize. Transformational leadership occurs when leaders influence their followers to increase their level of motivation, morals, beliefs, opinions and engagement with regard to organizational goals (Saleem, 2015:564).

Transformational leadership is concerned with the progress and development of employees, leaders emphasize the importance of appreciating, valuing and respecting subordinates while arousing employees' emotion and achievement orientation (Du *et al.*, 2013: 157). According to Yulk (cited by Yahaya and Ebrahim, 2016:196) Transformational leaders have transforming capabilities because they are able to change or transform subordinates' attitudes through various motivating and empowerment initiatives. Leaders promote intellectual development, employee confidence, team-spirit and enthusiasm (Aydin, Sarier, & Uysal, 2013:807). They foster shared values, ideas and visions (Samad *et al.*, 2015:986). And this can result in work fulfilment and positive organizational outcomes (Saleem, 2015:564).

According to Javed *et al.* (2014:43) transformational leadership has a significant impact on employees and can alter followers' behaviours and attitudes to benefit the organisation. Transformational leaders are effective leaders, they provide a vision and mission for the organisation, motivate followers to exceed normal work standards, offer support to subordinates who are facing organisational challenges, and demonstrate fairness and respect thereby creating a positive organisational climate (Lyons & Schneider, 2009:738; Sechudi, 2014:27; Lin & Hsiao, 2014:171; Sadeghi & Pihie, 2013:265; Saleem, 2015:567).

The discussion about the nature of transformational leadership and the characteristics of a transactional leader in an organisation have revealed that this type of leadership style can be effective in shaping the beliefs, attitudes and behaviours of their followers and also creating an organisational environment that fosters high performance, development, innovation and respect. The next discussion takes a closer look at the dimensions of transformational leadership postulated by Bass.

2.5.1.1. Inspirational motivation (IM)

The first transformational leadership construct that will be discussed is inspirational motivation. Inspiration implies the leaders' ability to stimulate enthusiasm among followers in a group while instilling a sense of confidence within a follower to successfully complete work and team objectives (Keskes, 2014:29). This dimension of transformational leadership can be displayed by a leader who establishes and articulates a clear vision to followers while demonstrating an encouraging and enthusiastic attitude (Asrar-ul-Haq & Kuchinke, 2016:56).

They inspire followers to adopt a vision by creating excitement and using symbols to capture the followers' imagination (Du *et al.*, 2013:157), they drive change within the organisation and often allow subordinates to take part in decision making and strategy formulation (Sang Long *et al.*, 2014:118).

The leader constantly introduces new ways to solve work problems and acts as role model towards their followers because they lead by example (Aydin *et al.*, 2013:807; Ahmad *et al.*, 2014: 16; Sayeed & Shanker, 2009: 596). They communicate the need for high performance, motivate followers to go beyond expectations and express belief that objectives can be achieved (Ormar & Hussin, 2013:348). However, this type of motivation does not involve exchange of rewards (Asrar-ul-Haq & Kuchinke, 2016: 55).

The next section will focus on the second dimension of transformational leadership which is idealised influence

2.5.1.2. Idealised influence (II)

Asrar-ul-Haq and Kuchinke (2016:56) uses the terms idealised influence and charismatic leadership interchangeably. Charismatic leadership occurs when leaders motivate followers to deny their own self-interests and dedicate special efforts to the goals determined by the leader who often communicates an inspirational vision of an envisaged future (Anderson & Sun, 2017:77).

In idealized influence dimension of transformational leadership followers look up to a leader because of the power and charisma of the leader and the ability of the leader to influence (Ormar & Hussin, 2013:348). Leaders often demonstrate discipline, high moral values and fairness in their application of power (Afshari *et al.*, 2012: 165), they place the followers needs above their own needs, (Yahaya & Ebrahim, 2016:198) and thus they are admired, respected and trusted by their followers (Ali *et al.*, 2014: 48).

According to Girma (2016:17) Idealised influence can categorised as either attributed or behavioural

- Attributed Idealised influence involves followers identify with and follow those leaders who are trusted and seen as important.

- With behavioural idealised influence, the actions of the leader are taken into consideration, which results in followers identifying with the leader and wishing to imitate them.

The next section will focus on the third dimension of transformation leadership for this study, which is individual consideration.

2.5.1.3. Individual consideration(IC)

According to Yahaya and Ebrahim (2016:198) individualized consideration permits leaders and followers to build a relationship which goes beyond the exchange of rewards and punishment. Leaders display sincere concern for the subordinates' individual needs, viewpoint and personal development. The leader pays special attention to the needs of the follower, based on the individual needs and the characteristics of that follower (Sang Long *et al.*, 2014:118). In addition, they make a notable effort to know and understand the developmental needs of the follower and provide followers with opportunities for growth and development (Ali *et al.*, 2014:48). As a result, employees adapt a positive attitude towards their work environment, are highly motivated and perform their tasks with confidence (Ahmad *et al.*, 2014:5).

The next section will discuss the last dimension of transformational leadership that has been investigated in this study, which is intellectual stimulation.

2.5.1.4. Intellectual stimulation (IS)

The last characteristic that a transformational leader can exhibit around their followers is intellectual stimulation. According to Bass (in Yahaya and Ebrahim, 2016:198) intellectual stimulation is leadership that evokes subordinates' ability to challenge their thinking, beliefs as well as their creativity and problem solving skills. This dimension of transformational leadership allows the leader to increase the followers' capabilities to conceptualize, understand, and evaluate problems and provide superior quality results (Keskes, 2014:30).

In summary, transformational leaders can be identified by their ability to articulate a clear vision and mission for the organization, while leading by example. Transformational leaders inspire their followers through words, symbols, and they challenge them to be creative, innovative and challenge the status quo. In transformational leadership followers are given individual attention and encouragement to perform at their level best, lastly the above four

elements reveal that transformational leaders have behavioural and attributed characteristics that cause subordinates to respect and have trust in them.

2.5.2. Transactional leadership

The next section will discuss transactional leadership style and three forms of transactional leadership styles namely; contingent reward, management by exception (active) and management by exception (passive).

According to Tyssen *et al.* (2014:365) the term transaction in transactional leadership indicates that leadership is based on the task related exchanges between leader and follower. Leaders motivate employees by using the reward system, whereby appropriate rewards are used as incentives for the purpose of goal attainment (Ali *et al.*, 2013:3). To promote and develop defined task goals, transactional leaders communicate desired outcomes clearly to employees in the beginning of each project (Ali, Jan *et al.*, 2014:79). Leaders use positive and negative reinforcement to achieve favourable outcomes from the performance of employees (Asrar-ul-Haq & Kuchinke, 2016:56; Aydin *et al.*, 2013:807).

The effectiveness of transactional leaders is demonstrated when the leader operates in an existing system and maintains the status quo (Du *et al.*, 2013:157). The leader sets goals, and standards for achieving the goals and depending to the manner that the follower performs, the leaders can reward or punish employee (Girma, 2016:17). They articulate explicit agreements regarding expectations and rewards, and provide constructive feedback to keep everybody on focused tasks (Du *et al.*, 2013:157). Transactional leaders practice control strategies over their subordinates, they tend to focus on employees' mistakes, waiting for something to go wrong so that they can come in and rectify the situation (Saleem, 2015:564).

The next section will discuss the three constructs of transformational leadership known as; contingent reward, active management by exception and passive management by exception (Lyons & Schneider, 2009:738).

2.5.2.1. Contingent reward

Contingent Reward: This depicts the exchange and transactional effectiveness between superior and subordinates. Transactional leaders that adopt this dimension will be ready to render any assistance in exchange for the subordinates' efforts and such leaders will only be satisfied when their expectations are met accordingly. Rewards or incentives are used for the achievement of desired outcome (Ohunakin *et al.*, 2016:369). The primary aim of transactional leader is to achieve organizational objectives (Aydin *et al.*, 2013:807). The leader makes it clear to the followers through direction what followers should be compensated with for work done (Ali *et al.*, 2014:49). Measure of contingent reward consists of two separate factors: 'explicit psychological contract' and 'implicit psychological contract'. The implicit psychological contract is more closely associated with transformational leadership behaviours (Anderson, 2017. 79)

Bass (1985) emphasized that by providing contingent rewards, a transactional leader might inspire a reasonable degree of involvement, loyalty, commitment and performance from subordinates.

2.5.2.2. Management by exception (active)

Active management by exception is the second transformational leadership construct that was used to measure the extent of the leaders' active intervention in the employees' activities and the relationship between this transformational leadership construct and job satisfaction and turnover intentions.

Leaders who exhibit management-by-expectation (active) leadership style are always alert and on the lookout for mistakes and deviations, they watch out to see if any employee goes against the required agreements and rules and teach followers how to correct mistakes (Girma, 2016:18). Moreover, corrective actions are made when the employee has fails to meet standards (Ali *et al.*, 2014:49).

Even when executed well, this leadership style only tends to produce performance of a moderate standard.

2.5.2.3. Management by exception (passive)

The last construct of transactional leadership is known as passive management by exception, this construct is used by researcher to assess the leaders' passive intervention in employee activities and measure the relationship of this construct with selected job attitudes such as job satisfaction and turnover intentions.

A leader does not take corrective action unless the problem arises (Ali *et al.*, 2014:49).

In its more passive form, the leader either waits for problems to arise before taking action or takes no action at all and would be labelled passive–avoidant. These leaders only intervene when the exceptional circumstances become obvious. Thus, they tend to have a relatively wide performance acceptance range and poor performance monitoring systems. The key indicators for this leadership style are those leaders who take no action unless a problem arises, avoid unnecessary change, enforce corrective action when mistakes are made, place energy on maintaining status quo and fix the problem and resume normal functioning (Girma, 2016:18)

2.5.3. Laissez-fair leadership

The last paragraph described management by exception (passive) which is somewhat related to the third leadership style embedded within the full range leadership model, laissez fair leadership style (Rudd & Jones, 2008:92). Although this leadership style is not prevalent in most organisations due to its ineffectiveness, the style is included in this research to determine whether managers in the Department of Social Development have adopted it.

Bass (1990) defines Laissez-faire as an approach in which there is no leadership and no interaction between the leader and his followers. This leadership style is also known as destructive leadership (Samad, 2015: 986). Leaders who follow this approach leadership are never interested in the developmental needs of the followers and never make any efforts to take care of any of the followers needs (Hoy & Miskel, 2010: 396). The leader does not provide the follower with directions or feedback; instead, they delay taking actions and refrain from taking any responsibility (Aydin *et al.*, 2013:807). Feedback, rewards, and leader involvement are totally absent in this type of leadership (Yahaya & Ebrahim, 2016:92).

According to Puni *et al.*, (2016:3) laissez-fair leadership can be effective in instances where outside experts such as consultants and specialist have been procured by an organisation, or when employees are highly educated, have a lot of experience and are vastly trained for executing tasks.

2.6.SELECTED JOB ATTITUDES TURNOVER INTENTIONS AND JOB SATISFACTION

2.6.1. Turnover intentions

Qiu *et al.* (2015: 54) says that social worker turnover has been a serious problem for social work administration as it has been found to have a negative impact on the quality, consistency and stability of social welfare services. Moreover, in organizations providing clinical services, turnover can lead to disruptions in service delivery and deficiency of social worker and client rapport, which can affect the quality, and overall results of services provided by these organizations and their employees (Green *et al.*, 2013:374). Despite efforts by the South African government to increase retention of South African social workers, a significant number of social workers are still leaving the profession to work overseas or in private companies (Joseph, 2017:8).

According to Mor Barak (2001:626) “retention of social workers who are employed in child welfare and other social service organisations is a serious concern”. Although employee retaining strategies such as introducing higher salary packages and benefits and providing workers with positive work environment organizational have been found to have a great influence on turnover intention, the high turnover rate of professional social workers still poses a major challenge to child welfare agencies and to the social work field in general (Alhamwan & Mat, 2015:85). Brouer *et al.* (cited by Bester *et al.*, 2015:4) revealed three reasons that employees leave organisations; first to get out of negative work environments, secondly to match their career goals and lastly for financially more attractive opportunities.

According to Lim *et al.*, (2017:28) turnover can be categorised as voluntary or involuntary, and functional or dysfunctional. Voluntary turnover occurs when the employee has found another job opportunity in another company while involuntary turnover refers to the process that takes place when an employee in an organisation is dismissed from the organisation due to their poor performance or downsizing. Employees can also neglect their work by psychologically detaching from work-related tasks or organisational activities (Travis *et al.*, 2015:1078).

Advantages of turnover includes employees voluntarily leaving the organisation when the organisation was actually intending to lay them off due to economic reasons and the disadvantage to turnover intentions can be observed when highly skilled employees leave the organisation (Lim *et al.*, 2017:28).

Moyinhan and Pandey (in Puni *et al.*, 2016:3) have discussed three factors that influence turnover intentions namely external environmental, individual and organisational factors. External environmental factors are economic conditions responsible for driving and shaping employee turnover across the labour industry, individual factors refers factors that shape employee decision to resign from an organisation such as their age, gender, family responsibilities, education, length of service and other personal factors and lastly organizational factors includes any organisational policies and practices such as supportive human resource policies, supportive management and organizational culture.

Lu and Gursoy (2016:213) have said that turnover intention is a significant predictor of actual turnover. Also, Cohen *et al.* (2016:242) have added that job attitudes such as turnover intentions are reliable in predicting employee behaviours such are quitting, moreover researchers often use turnover intention as a substitute of actual turnover. Turnover intentions are often studied in organisations because they represent the likelihood that an employee will leave the organisation in the near future, thus assessing turnover intentions gives leaders and managers' critical information that they can used to reduce actual turnover (Caillier, 2016:889).

The next job attitude that was assessed in this study is job satisfaction. According to Kuo *et al.* (2014:226) job satisfaction has been found to have an impact on widespread organisational activities and outcomes, including turnover intentions. To some researchers' job satisfaction is the main predictor of turnover intentions because from observations employees who are satisfied with their jobs are less likely to quit their jobs (Joseph, 2017:3). In addition, several research results confirmed that job satisfaction has a negative correlation to turnover intentions on a consistent basis (Abbas *et al.*, 2014:1816: Puni *et al.*, 2016:3).

The next section will discuss job satisfaction by defining the concept and discussing all the relevant elements associated with the job satisfaction of social service professionals.

2.6.2. Job satisfaction

Locke (1976, 1300) defines job satisfaction as a “gratifying or positive emotional state resulting from evaluation of one’s job or job experience”. Job satisfaction is in this regard refers to one’s feelings or state of mind concerning the nature of their work. (Peng *et al.*, 2016. 51). Social workers are faced daily with choices and responsibilities that involve stressful and life changing decisions with clients, when social workers lack the support necessary to carry out on these

tasks they experience less perceived efficacy about their work thus affecting their job satisfaction (Casillas, 2016:2).

Job satisfaction can be influenced by a manager's leadership style (Parvin & Kabir, 2011:113). However, the relationship between an employee's perspective on their current work and their actual accomplishments has also been found to influence the employees' perception of their job satisfaction either positively or negatively (Belias & Koustelios, 2014:34).

Herzberg's (in Buble, *et al.*, 2014:166) identifies two groups of factors; intrinsic and extrinsic. Intrinsic motivation comes from the individual and its realisation raises productivity and self-actualization, extrinsic motivation (Hygiene factors) on the other hand comes from the outside of the individual. Moreover, job satisfaction can to be demonstrated through the various job satisfaction models by Maslow and Herzberg (Sakiru *et al.*, 2013:36).

2.7.RELATIONSHIP BETWEEN LEADERSHIP STYLES AND SELECTED JOB ATTITUDES

2.7.1. The relationship between leadership styles and turnover intentions

According to Ali *et al.* (2014:49) employees' turnover is directly affected by leadership styles. Studies have shown that transformational leadership can lower turnover intentions (Caillier, 2016:889). In addition, the perceptions of employees about their managers concern for them and their clients have effects on turnover intentions (Qiu *et al.*, 2015:55).

Transformational leadership as compared to transactional leadership has been found to have a reliable impact on work related attitudes and behaviours such decreasing turnover intentions (Caillier, 2016:226). Studies also suggest that the laissez-fair leadership style has a negative relationship with the job satisfaction of employees (Wang & Yen, 2015:257).

2.7.2. The relationship between leadership styles and job satisfaction

Job satisfaction is more of an attitude, an internal state, which could also be associated with personal feelings of achievement (Gupta *et al.*, 2012:90). Shoran and Memeta (2017:237) say that a positive relationship between both transactional and transformational leadership and job satisfaction exists. However, a study by Corrigan *et al.* (in Rowold and Schlotz, 2009:45) established that there was an inverse correlation between laissez-faire leadership style and satisfaction.

2.8. CHAPTER SUMMARY AND CONCLUSION

Chapter 2 discussed the history of social work and defined some terms related to social work in an organisation. The chapter also highlighted the differences between management and leadership. Next literature study sought to discuss the independent variables for this study namely transactional, transformational and laissez-fair leadership styles with their nine leadership constructs that can be measures using the MLQ measuring instrument. Lastly, the depended variable for this study namely turnover intentions and job satisfaction were discussed.

Chapter 3 will reveal the empirical results and discuss research finding such as demographic profiles of the respondents. The prevalence of transformational, transactional and laissez-fair leadership styles will be revealed thought analysis of measuring instruments and the results of leadership styles and their relationship with turnover intentions and job satisfaction will be revealed. Lastly, the researcher will discuss the results of the current study and how these results agree or disagree with past studies.

3. CHAPTER 3: EMPIRICAL RESEARCH

3.1.INTRODUCTION

Chapter 2 discussed literature focusing on the Full Range Leadership Model (FRLM) that is transformational, transactional and laissez-fair leadership styles. Furthermore, two related work attitudes namely job satisfaction and turnover intentions were defined and discussed. Lastly, the relationship between the three leadership styles and the two-work attitudes was discussed.

In this chapter, the researchers' objectives will be highlighted. In addition, research design, data collection procedure and method as well as ethical considerations taken by the researcher will be discussed. The research population and sample will be described followed by the research results and discussion.

3.2.RESEARCH OBJECTIVES

The purpose of this research was to explore leadership styles adopted by managers in Department of Social Development in Sedibeng and their influence on the job satisfaction and turnover intentions of the social workers in the organisation.

3.2.1. Specific empirical objectives

To realise the general objective, the following specific objectives were set:

- To determine if leaders in the Department of Social Development in Sedibeng have adopted a transactional, transformational or laissez-fair leadership style.
- To determine the influence of the dominant leadership style on the job satisfaction and turnover intentions of the social workers in the organisation.

3.3.RESEARCH DESIGN

The researcher adapted a quantitative research design to conduct this study. This approach tests objectives and theories by exploring relationships among research variables, which can be measured on measuring instruments and numbered so that it can be analysed using statistical data analysis (Creswell, 2014:4).

3.4.DATA COLLECTION

3.4.1. Research procedure

The researcher wrote an email to inform the relevant manager and supervisor of their intention to distribute questionnaires to employees of the Department of Social Development in Sedibeng. Then the questionnaire as a measuring instrument for the study, which contained five sections were distributed to potential respondents across the region that is, Evaton, Sebokeng, Vereeniging and Heidelberg service points.

Three field workers volunteered to assist the researcher to distribute the questionnaire across the four service points, the researcher trained the field workers on how to administer the questionnaires as well as ethical aspects of the study such as voluntary participation, informed consent, confidentiality, avoiding harm and deception of respondents, and the respondents' right to terminate participation at any time.

The questionnaires were physically distributed and collected in envelopes, the data was then stored in locked drawers until the target number of respondents was reached, then all the data collected was sent to the North-West University Statistics department for data analysis.

3.4.2. Measuring instrument

The literature study informed the researcher of the relevant tools to measure leadership styles, job satisfaction and turnover intentions in the selected government department. To measure leadership styles the researcher adopted the Multifactor Leadership Questionnaire (MLQ) by Avolio & Bass (1995).

To measure job satisfaction, the researcher adapted a Job Satisfaction Scale (JSS) developed by Koeske *et al.* This scale consists of 16 items measured on an 11-point Likert scale ranging from one (very dissatisfied) to 11 (very satisfied). The scale consists of two elements, intrinsic and extrinsic qualities of the job, which are work role, satisfaction with supervision, agency operation and promotion and salary respectively (Elpers & Westhuis, 2008:30).

A self-developed measuring instrument was used to measure turnover intention, the scale consisted of six items measured on a 4 point Likert scale ranging from 1 (totally disagree) to 4 (totally agree).

The questionnaire was divided into five sections (**Annexure C**):

- ***Cover page***

The participants were informed of the purpose of the study, the structure of the document as well as the length of time they can expect to complete the questionnaire. As a form of informed consent, the respondents were required to complete a unique code before starting to answer the questions.

- ***Section A: Demographics section***

The questionnaire enquired the respondents' age group, gender, race, position, highest qualification, work unit and duration of employment in the selected government public organisation.

- ***Section B: Multi factor questionnaire(MLQ)-Actual form***

This section consisted of 18 questions aimed at discovering the prevalence of transformational, transactional and laissez-fair leadership styles in the selected public organisation, the respondents were asked to indicate their focal leaders' **actual** behaviour. Questions were set to detect the different constructs under transformational, transactional and laissez-fair leadership styles.

Transformational leadership style constructs: *Inspirational motivation=2&17, Idealised influence=1, 9, 11 & 12, Individual consideration= 7&8, Intellectual stimulation= 5&8*

Transactional leadership constructs: *Contingent reward=13&14, Management by exception Active=4 &18, Management by exception Passive= 6 & 16*

Laissez-fair leadership style: questions 3 & 10 were set to detect the prevalence of *laissez-fair leadership style* in the selected public organisation.

- ***Section C: Multi factor questionnaire(MLQ)-Ought form***

This section also consisted of 18 questions however; these questions were aimed to detect the prevalence of transformational, transactional and laissez-fair leadership styles by respondent indication of how their focal leaders **ought** to behave. Questions were set to detect the different constructs under transformational, transactional and laissez-fair leadership styles.

Transformational leadership style constructs: *Inspirational motivation*=24&36, *Idealised influence*=20, 27, 28 & 30, *Individual consideration*= 25&32, *Intellectual stimulation*= 21&33

Transactional leadership constructs: *Contingent reward*=22&35, *Management by exception Active*=29&31, *Management by exception Passive*= 23& 26

Laissez- fair leadership style: questions 19 & 34 were set to detect the prevalence of *laissez-fair leadership style* in the selected public organisation.

- **Section D: Turnover intentions**

The six questions in this scale were set according to information obtained during literature studies on the topic. Literature studies assisted the researcher to recognise three themes with regard to turnover intentions, which include *promotion*=1&5, *actively searching for jobs*=3&6, *absenteeism and less stimulation while performing tasks* =2&4.

- **Section E: Job satisfaction**

This section comprised of fourteen questions that were aimed at the job satisfaction of employees working in human services organisations such as the selected public organisation. The scale was validated by Koeske *et al.* (1994) as a measuring tool for job satisfaction, where three factors Intrinsic, organisational and salary and promotion were described. *Intrinsic factors* (1, 3, 4, 5, 8, 12, 13), *organisational factors* (6, 9, 10, 11, 14), *salary, and promotion* (2, 7).

The respondents had to rate their personal experiences on an 11-point scale ranging from 1 very dissatisfied to 11 very satisfied. The respondent had to rate their satisfaction with regard to the following; working with clients, salary and benefits, the challenge the job provides, chance of acquiring new skills, amount of client contact, the quality of supervision received, opportunity for promotion, opportunity for really helping people, the amount of authority given to do job, opportunity for involvement in decision making, clarity and guidelines doing your job, field of specialization, the feeling of success as a professional and recognition given for work done by supervisor.

3.4.3. Ethical considerations

Ethical considerations observed in this study were as follows:

- Participants were given informed consent forms to complete before participating in research, the form indicated the procedure and purpose of research and how much time a participant can expect to take completing the questionnaire,
- Confidentiality of the participants was guaranteed, in addition
- Participants were informed that there will be no compensation given for participating in the study
- The researcher informed participants that participation is voluntary and that they are allowed to stop at any point they wish to do so without fear of being judged.
- The researcher ensured that the research avoids any harm of any participant, the participant's information was not disclosed to anyone including management, and other participants, this was ensure that the participants feel safe and that their reputation will not be tarnished or their employment compromised.
- The researcher was prepared to debrief some of the participants, before and after the participation, the emotional state of the participants was known to ensure that the study did not bring out any emotional reaction to the participant (Strydom, 2011:115-126).

3.4.4. Research population

The research population consisted of targeted employees from the Department of Social Development in Sedibeng. These employees were individuals who rendered social work serviced in the Sedibeng area and were permanently employed by the Department of Social Development. The research focused on employees who were classified as social auxiliary workers, social workers, social work supervisors and social work managers.

3.4.5. Research sample

Probability sampling was used for this study, this type of sampling method is often used in survey-based research approaches where the researcher needs to make extrapolations from the sample about a population to answer the research question (Saunders *et al.*, 2014). Stratified random sample of (N=125) was taken. A total number of 125 questionnaires were physically distributed to the targeted employees, 115 respondents participated in the research by completing the questionnaires and returning them to the researcher and the field workers however only N104 questionnaire were completed correctly.

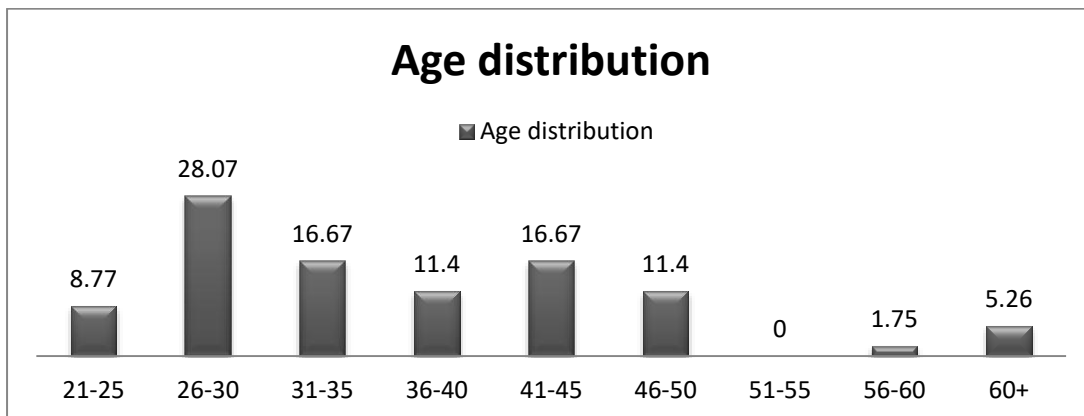
3.5.DESCRPTION OF THE DEMOGRAPHIC DATA

3.5.1. Age

The column in figure 3.1 below shows the age distribution of respondents. In terms of the reported age, 52.83% of the respondents are 35 years older or younger, while the minority of respondents at 7, 01% is aged between 55 and over 60 years old.

The highest age group represented in the sample is between 26-30 years old at 28,07%, age groups 51-55 was not represented in this sample while the lowest age group represented in the sample is 56-60 years at 1.75%.

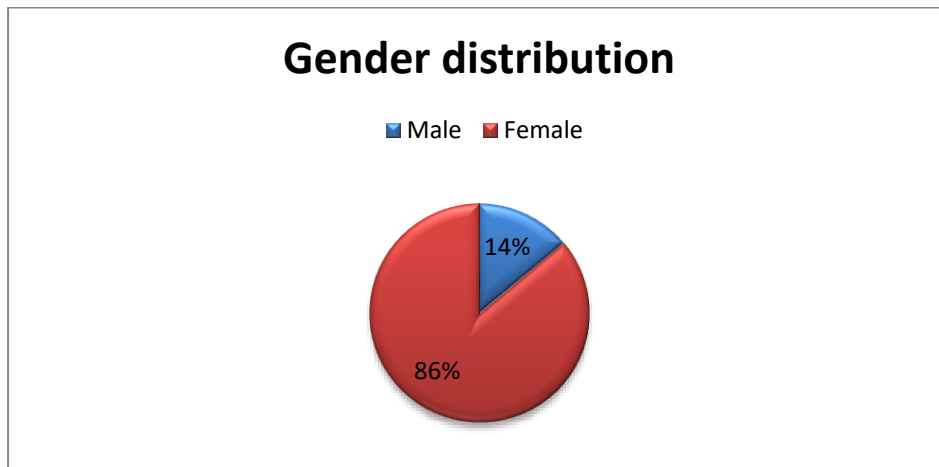
Figure 3.1: Age distribution of participants



3.5.2. Gender

The pie chart shown in figure: 3.2 exhibit the gender distribution of respondents. The figure shows that 14% of males participated in this research while the rest of the respondents were females at 86%. The majority of respondents for this study are therefore female.

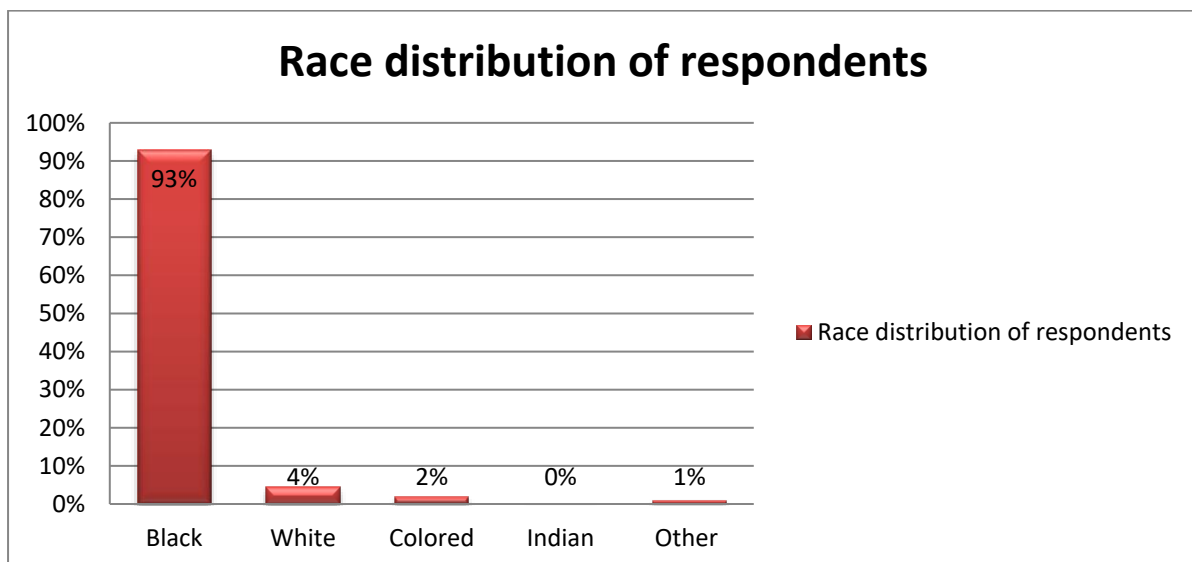
Figure 3.2: Gender distribution of participants



3.5.3. Race

In terms of race, the respondents matched the categories shown below in figure 3.3. The majority of respondents were black at 93%, while whites and coloured only represented 6% of the sample, less than 1% of the sample classified themselves as other races.

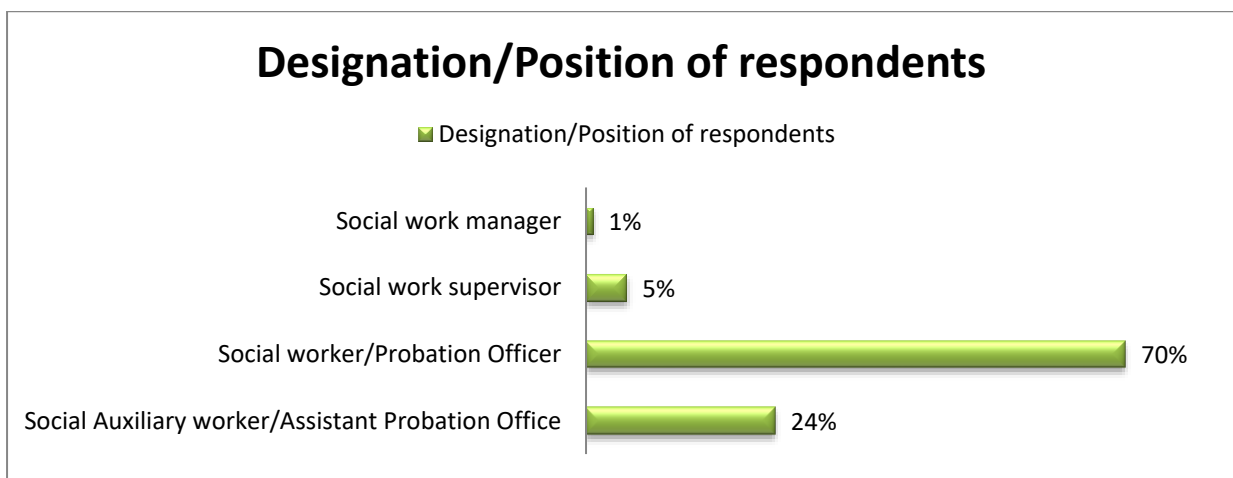
Figure 3.3: Race distribution of respondents



3.5.4. Designation/Position

The bar chart in figure 3.4 below exhibits the job designation of respondents from the lowest rank to the highest rank. The study targeted employees in the organisation that are registered in the Council for Social Services Profession (SASSP) as either social auxiliary worker or social worker. In terms of their rank in the organisation, the majority of respondents in this study were social workers’/probation officers at 70%, followed by social auxiliary workers at 24%. Social work managers and social work supervisors only accounted for less than 6% of the respondents.

Figure 3.4: Designation or position of respondents



3.5.5. Educational qualifications

Table 3.1: Educational qualifications of respondents

Highest qualification	Frequency %	Cumulative frequency %
Below Matric	1.77%	1.77%
Matric	12.39%	14.16%
Diploma/Degree	17.70%	31.86%
Honours	57.52%	89.38%
Post Graduate diploma	7.08%	96.46%
Masters	3.54%	96.46%
Ph.D.	0%	100%

Table 3.1 illustrates the educational qualifications of the respondents, the qualifications listed ranged from below matric to PhD qualification. Most participants 57.52% reported to have an honours degree, while just over 10% say that they have a post-graduation qualification such as a postgraduate diploma or a master’s degree. 17.70% of the respondents have a diploma/degree and 12.39% only have a matric qualification. None of the respondents has a PhD and 1.77% of the respondents do not have a matric qualification.

3.5.6. Work unit

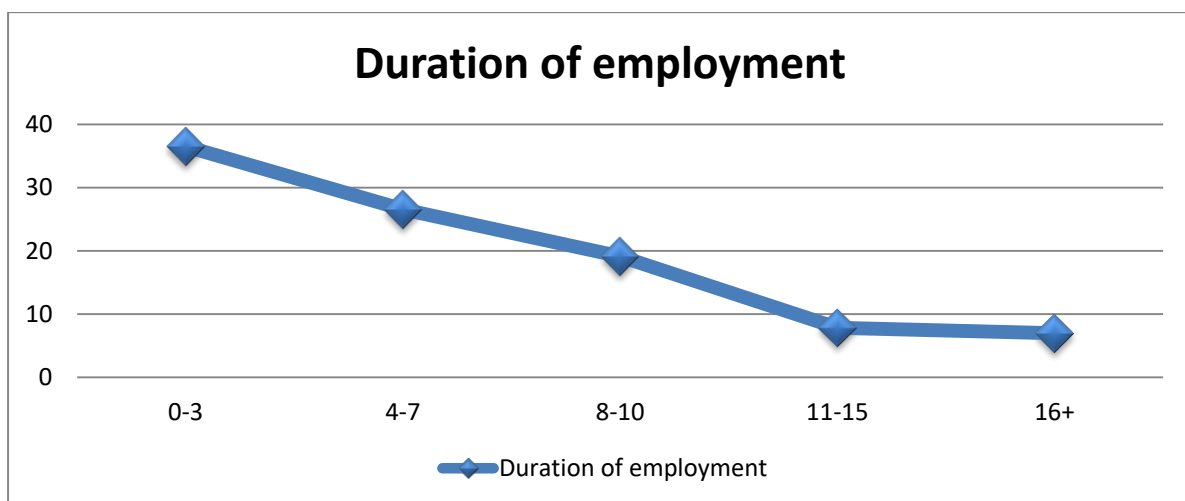
Table 3.2: Work unit

Work unit	Statutory	Canalization	NGO Partnerships	Probation
Frequency %	37.39%	5.22%	23.48%	33.91%
Cumulative%	37.39%	42.61%	66.09%	100%

In this study, work units were divided into four sections, which included statutory, canalization, NGO partnerships and probation units. The least number of respondents come from the canalization section at 5.22%. Statutory and canalization units provided 37.39% and 33.91% of respondents respectively. 23.48 % of the respondents represented the NGO partnership unit.

3.5.7. Duration of employment

Figure 3.5: Duration of employment



The line chart above represents the number of years’ employees have been employed in the selected organisation, the chart is labelled figure 3.5. The duration of employment of

participants was groups as follows; 0-3 years, 4-7 years, 8-10 years, 11-15 years and 16 years and over. Results show that the majority of respondents at 36.52% have worked at the selected organisation for three years or less, while the minority of respondents at 6.96% reported to have worked for the selected organisation for sixteen years or more. 26.57%, 19.13% and 7.83% of the participants reported to have worked for 4-7, 8-10 and 11-15 years respectively in the organisation.

3.6.RELIABILITIES, MEANS AND STANDARD DEVIATIONS AND THE PARSONS CORRELATION MATRIX

3.6.1. Reliability

According to (Sekaran & Bougie, 2016:228) reliability indicates that the research tool used in the research is predictable, accurate, consistent and stable. Kumer (2014:215) asserts that a scale is reliable only in instances when a researcher can use it to measure the same variable under same constant conditions and get the same results. The term reliability is related to the credibility of the research findings, and it focuses on the results of the study and determines whether the outcomes are reliable or not (Welman, 2011:145). However, some researchers have found that there are factors that influence reliability such as; the research setting, the wording of the questions, the respondents' attitude, the interviewers' attitude, the nature of the interaction and the regression effect of an instrument (Kumer, 2014:216).

There are several ways to determine reliability of an instrument, including measuring internal consistency, the Cronbach's coefficient alpha is a measure of internal consistency of the measuring, it indications the degree to which all the items in the scale measure the same attribute (Welman, 2011:146).

3.6.2. Arithmetic mean and standard deviation

The mean is the central tendency that suggestions the general outcome of the data without unreasonably overwhelming the researcher with each of the observations in a data set. (Sekaran & Bougie, 2016:285). The mean is the average score for the set and it is equal to the total of individual scores divided by the total number of scores (Welman, 2011:230).

The standard deviation to determine if the scores on a parametric test are equally spread and group closely around the mean. (Welman, 2011:230).

3.6.3. Pearson's correlation matrix

Pearson's correlation matrix was used to indicate the direction, strength and significance of the bivariate relationships among all the variables that were measured at an interval or ratio level (Sekaran & Bougie, 2016:289). The correlation coefficient is the statistical measure of covariation or an association between two variables (Zikmund *et al.*, 2013:561) or a useful summary of the relationship between two variables (Gardener, 2015:176).

3.7. RESULTS OF THE MEASURING SCALE

The three leadership styles, transformational, transactional and laissez-fair leadership styles were measure using the MLQ questionnaire. The measuring scale ranged from 0 to 4 with 0 indicating not at all and 4 indicating frequently if not always. Section B of the MLQ measured **actual leadership styles** demonstrated by leaders as perceived by the respondents. Section C of the MLQ measured the respondent's perceptions on what leadership style their leader **ought** to adapt. Turnover intentions were measured using six items. Lastly, job satisfaction was measured using the Job satisfaction scale (JSS). The scale has 14 items, which also formed three sub-themes namely *intrinsic factors*, *organisational factors* and *salary and promotion factors*.

The next section reveals the empirical results of the study. Table 3.3 to 3.6 display the results of the Cronbach's alpha, means and standard deviations of each variable in the study.

Table 3.3: The results of the Cronbach's alpha, the mean and standard deviation for nine leadership constructs included in the full range leadership model, MLQ Actual leadership questionnaire

VARIABLE	Constructs	Average Mean	Standard Deviation
TRANSFORMATIONAL LEADERSHIP(Actual)	Inspirational motivation	2.55	1.03
	Idealises influence attributed	2.38	1.03
	Idealised influence behavioural	2.49	1.11
	Individual consideration	2.34	1.13
	Intellectual stimulation	2.35	1.10
TRANSACTIONAL LEADERSHIP(Actual)	Contingent reward	2.60	1.14
	Management by exception Active (MBE-A)	1.71	1.02
	Management by exception Passive (MBE-P)	1.94	0.88
LAISSEZ-FAIR LEADERSHIP (Actual)	Non-leadership	1.62	1.07
CROBANCH'S ALPHA	0.73		

Table 3.4: The results of the Cronbach's alpha, the mean and standard deviation for nine leadership constructs included in the full range leadership model, MLQ Ought leadership questionnaire

VARIABLE	Constructs	Average Mean	Standard Deviation
TRANSFORMATIONAL LEADERSHIP(Ought)	Inspirational motivation	3.42	0.88642
	Idealised influence attributed	3.02	1.03989
	Idealised influence behavioural	2.70	0.89398
	Individual consideration	2.73	0.92922
	Intellectual stimulation	3.21	0.82271
TRANSACTIONAL LEADERSHIP(Ought)	Contingent reward	3.32	0.90262
	Management by exception Active (MBE-A)	1.80	1.18941
	Management by exception Passive (MBE-P)	1.59	0.81806
LAISSEZ-FAIR LEADERSHIP (Ought)	Non-leadership	1.46	1.18725
CRONBACH'S ALPHA	0.75		

Table 3.5: The results for the Cronbach's alpha, the mean and standard deviation of turnover intentions scale.

VARIABLE	Questions	Average Mean	Standard Deviation
TURNOVER INTENTIONS	D1: I feel like I will not get a promotion in the next ten years	2.72	0.78
	D2: I feel stimulated and productive in my work	2.22	1.23
	D3: I am actively searching for other jobs	2.68	0.96
	D4: I am frequently absent and bored with my work environment	1.90	1.14
	D5: If I get another work opportunity I would take it	3.40	0.99
	D6: I intend on leaving the organization soon	2.81	0.95
	TOTAL	2.60385	1.17
CRONBACH'S ALPHA		0.75	

Table 3.6: The results of the Cronbach's alpha, the means and standard deviation for job satisfaction scale.

VARIABLE	Questions	Average Mean	Standard Deviation
JOB SATISFACTION	Working with clients	8.36	2.50
	Your salary and benefits	3.22	2.57
	The challenge your job provides	5.39	3.17
	Chances of acquiring new skills	5.70	3.09
	Amount of client contact	7.21	2.78
	The quality of supervision you receive	5.05	3.28
	Opportunity for promotion	3.22	2.79
	Opportunity for really helping people	7.19	2.98
	The amount of authority you have been given to do your job	6.39	3.18
	Opportunity for involvement in decision making	5.13	3.11
	Clarity and guidelines doing your job	5.72	3.01
	Field of specialization	6.42	3.43
	The feeling of success as a professional	5.71	3.32
	Recognition given your work by your supervisor	5.81	3.41
	TOTAL		5.75206
CRONBACH'S ALPHA	0.899		

3.7.1. RESULTS MLQ ACTUAL QUESTIONNAIRE

To measure the prevalence transformational, transactional and laissez-fair leadership styles in the Department of Social Development in Sedibeng, the researcher used the MLQ questionnaire that contains nine leadership constructs. Five out of the nine constructs measure transformational leadership. These constructs are, inspirational motivation, idealised influence attributed, idealised influence behavioural, individualised consideration and intellectual stimulation. Transactional leadership was measured by three constructs namely contingent reward, management by exception active and management by exception passive. Two items describing non-leadership measured Laissez fair leadership style. The nine constructs obtained an acceptable value of 0.73 for the Cronbach's alpha, which indicates that the questionnaire was reliable.

3.7.1.1. Transformational leadership (actual)

The response of the sample population revealed the following average means for the five transformational leadership constructs; inspirational motivation showed an average of (2.55), idealised influence attributed (2.38), idealised influence behavioural (2.49), individualised consideration (2.34), intellectual stimulation (2.35). The average mean for overall transformational leadership was (2.42). Therefore, the results indicate that there is some prevalence of transformational leadership in the Department of Social Development in Sedibeng.

3.7.1.2. Transactional leadership (actual)

The average means for transactional leadership were obtained by measuring three constructs namely, contingent reward, management by exception active and management by exception passive. Findings show the following average means; for contingent reward (2.60), management by exception active (1.70), and management by exception passive (1.94). The average mean for transactional leadership in the Department of Social development in Sedibeng is (2.08). These results indicate that managers in the Department of Social Development have applied some transactional leadership.

3.7.1.3.Laissez-faire leadership (actual)

To measure the prevalence of laissez-fair leadership style in the Department of Social Development in Sedibeng, one construct which describes non-leadership was applied and the response of the participants showed an average mean of (1.62), which indicated that laissez-fair leadership style is not prevalent in the Department of Social Development in Sedibeng.

Section 3.7.1.1 indicates that the transformational leadership has a higher average mean of 2.42 (24.20%) as compared to transactional leadership. Section 3.7.1.2 revealed the overall average mean for transactional leadership as 2.08 (20.80%). Laissez-fair however has the lowest overall average mean of 1.62 (16.20%). In summary, the results show that participants perceived their managers to have adopted transformational more than transactional leadership and laissez-fair leadership styles.

3.7.2. RESULTS MLQ OUGHT QUESTIONNAIRE

To measure leadership styles that social workers from the Department of Social Development in Sedibeng perceive as effective. The researcher used the MLQ questionnaire that contains nine leadership constructs. Five out of the nine constructs measure transformational leadership. These constructs are, inspirational motivation, idealised influence attributed, idealised influence behavioural, individualised consideration and intellectual stimulation. Transactional leadership was measured by three constructs namely contingent reward, management by exception active and management by exception passive. Two items measuring non-leadership measured Laissez fair leadership style. The nine constructs obtained an acceptable value of 0.75 for the Cronbach's alpha, which indicates that the questionnaire was reliable.

3.7.2.1.Transformational leadership style (ought)

The response of the sample population revealed the following average means for the five transformational leadership constructs; inspirational motivation showed an average of (3.42), idealised influence attributed (3.02), idealised influence behavioural (2.70), individualised consideration (2.73), intellectual stimulation (3.21). The average mean for overall transformational leadership therefore was (3.02). These results indicate that the respondents prefer managers in the Department of Social Development to apply transformational leadership style.

3.7.2.2. Transactional leadership style (ought)

In terms of the average means for the three transactional leadership constructs. The research showed the following as the response of the participant's; contingent reward (3.32), management by exception active (1.80), and management by exception passive (1.59). The average mean for transactional leadership in the Department of Social development is therefore (2.24). These results indicate that respondents prefer transactional leadership style however; they prefer contingent rewards to management by exception (active and passive).

3.7.2.3. Laissez-fair leadership styles (ought)

The results show that the participants do not agree that managers should adopt laissez-fair leadership style, as the average mean for non-leadership is (1.46).

In summary, the overall average mean for transformational leadership is 3.02 (30.20%), which is higher than the overall average mean for transactional leadership 2.24 (22.40%) and laissez-fair leadership 1.46 (14.60%). This implies that respondents prefer transformational leadership style to transactional leadership style and Laissez-fair leadership style.

3.7.3. TURNOVER INTENTIONS QUESTIONNAIRE

The turnover intentions of social workers employed by the Department of Social Development were measured using six items. The reliability of this scale was 0.75, this value is just above the acceptable value of 0.70 for Cronbach's alpha, therefore it can be concluded that this scale was reliable.

One of the items on the scale was positively phrased in the questionnaire but was reversed during data analysis to ensure reliability. The item D2 read, "I feel stimulated and productive in my work". This item was translated backward during data analysis, which implies negative result instead of a positive result; it then obtained an average mean of (2.22).

Turnover intentions measuring scale revealed high average means for the following items; D5 "If I get another work opportunity I would take it" (3.40), D6 "I intend on leaving the organization soon" (2.81), D1 "I feel like I will not get a promotion in the next ten years" (2.72), and D3 "I am actively searching for other jobs" (2.68). Another item in this scale D4

“I am frequently absent and bored with my work environment” obtained an average mean of (1.90). The overall mean for turnover intention scale is 2.62; this indicates that there are some turnover intentions among respondents.

3.7.4. JOB SATISFACTION QUESTIONNAIRE

The job satisfaction of social workers in the Department of Social Development was measured using the job satisfaction scale (JSS) validated by Koeske *et al.* (1994). This measuring scale was adapted because it has been used in over 600 studies involving human services professionals and was found to be reliable with Cronbach’s alpha ranging from 0.83 to 0.91. The questionnaire has 14 items, which can be divided into three sub-themes classified as; *intrinsic*, *organisational* and *salary and promotion factors*. The Cronbach’s alpha for job satisfaction for the current study was 0.899; this value is good and is above the minimum acceptable value of 0.70 for internal reliability.

The items classified under *intrinsic factors* received the following average means intrinsic factors affecting to job satisfaction; “working with clients” (8.36), “amount of client contact” (7.21), “opportunity for really helping people” (7.19), “the challenge your job provides” (5.39), “chances of acquiring new skills” (5.70), “the feeling of success as a professional” (5.71), “Field of specialisation” (6.42). The overall average mean for job satisfaction under intrinsic factors is 6.57. Therefore, it can be concluded that respondents are satisfied regarding job aspects relating to intrinsic factors.

The items classified under *organisational factors* received the following average means; “the amount of authority you have been given to do your job” (6.39), “clarity and guidelines for doing work” (5.72), “recognition given for your work by your supervisor” (5.81), “quality of supervision you receive” (5.05), “opportunity for involvement in decision making” (5.13). The overall average mean for job satisfaction regarding organisational factors is 5.62 therefore, it can be concluded that the respondents are satisfied with regard to this factor.

The items classified under *salary and promotion factors* received the following average means “your salary and benefits” (3.22) and “opportunity for promotion” (3.22). The overall average mean for this subtheme is 3.22 indicating that respondents are dissatisfied with this aspect.

In summary, the overall average mean is 5.13, indicating job dissatisfaction of respondents.

3.8.DISCUSSION

3.8.1. ASSESSING LEADERSHIP STYLES ADOPTED BY MANAGERS IN THE DEPARTMENT OF SOCIAL DEVELOPMENT IN SEDIBENG

Table 3.7: Summary of finding MLQ Actual leadership styles questionnaire

Questionnaire items	Statistical results (%)		
	Lower rating	Middle rating	Higher rating
	0&1	2	3&4
TRANSFORMATIONAL LEADERSHIP	22.08	24.58	53.34
<i>Inspirational motivation</i>	16.04	25.91	58.06
S(He) communicates organizational goals and confidence that they can be achieved	11.71	27.03	61.26
S(He) speaks enthusiastically about unit work goals	20.36	24.78	54.86
<i>Idealised influence actual</i>	24.4	22.65	52.96
S(He) is respectful and instils a sense of respect in me	13.41	19.64	66.97
S(He) sacrifices her personal interests for development of the team	35.39	25.66	38.94
<i>Idealised influence behavioural</i>	22.56	20.36	57.08
S(He) shares her strong values and beliefs with the team	26.54	21.24	52.21
S(He) is ethical and has high moral values	18.59	19.47	61.94
<i>Intellectual stimulation</i>	22.69	28	49.30
S(He) acknowledges everyone's viewpoint when solving work problems	17.7	27.43	54.86
S(He) suggests innovative ways of doing things in the workplace	27.69	28.57	43.75
<i>Individualised consideration</i>	24.69	25.98	49.32
S(He) is a coach and a mentor	30.97	23.89	45.13
S(He) looks at me as an individual and not just another employee	18.42	28.07	53.51
TRANSACTIONAL LEADERSHIP	31.97	26.44	41.59
<i>Contingent reward</i>	17.18	26.00	56.82
S(He) tells me when she is satisfied with my work	16.82	29.20	53.98
S(He) is specific when giving me and others responsibilities and work targets	17.54	22.81	59.65
<i>Management by exception (Active)</i>	45.82	23.98	30.20
S(He) always focuses on my faults	56.25	18.75	25
S(He) focuses all his/her attention on dealing with mistakes, complaints and failures	35.39	29.20	35.39
<i>Management by exception (Passive)</i>	32.92	29.33	37.75
S(He) waits for things to go wrong before taking action	41.07	27.68	31.25
S(He) never changes a system or structure when it seems to be working	24.77	30.97	44.25
LAISSEZ-FAIR	42.8	25.87	31.33

S(He) takes long to respond to urgent matters	49.56	28.32	22.12
S(He) never gets involved when important issues arise	36.04	23.42	40.54

3.8.1.1. Transformational leadership actual

The literature study in chapter two section 2.4.1. revealed that within the full range leadership model there are five constructs for transformational leadership. Namely, inspirational motivation, idealised influence actual, idealised influence behavioural, intellectual stimulation and individualised consideration (Girma, 2014:15). Table 3.7 is the summary for all leadership constructs. The next paragraph will discuss the results for **actual** transformational leadership in the Department of Social Development in Sedibeng as perceived by the respondents:

- ***Inspirational motivation***

Inspirational motivation occurs when a leader communicates organisational goals and encourages the follower to exert effort to reach organisation goals (Omar & Hussin, 2013:348). The leader is realistic and clarifies goals and achievement targets (Mora & Ticlau, 2012:79).

Two item in the questionnaire measured actual inspirational motivation of leaders as perceived by the respondents. 61.26% of the respondents reported that their leader “communicates organisational goals with confidence that they can be achieved”. 54.86% of the respondents reported that their leader “speaks enthusiastically about unit goals”. The average score for both items is therefore 58.06%.

- ***Idealised influence attributed***

Idealised influence is demonstrated when a leader is prepared to sacrifice their own interests for the benefit of the team (Ahmad *et al.*, 2014:1). Here the leader is considered respectful and trustworthy (Sang Long *et al.*, 2014:117).

Two items in the questionnaire measured actual idealised influence (attributed) where 66.97% of the respondents said that their leader “is respectful and instilled a sense of respect in them”. The other item showed at 38.94% that respondents perceive their leader as a person who “would sacrifice their personal interest for the development of the team”.

The average score for these items is 52.96%.

- ***Idealised influence behavioural***

With idealised influence behavioural, the leader leads by example while demonstrating high ethical values and moral standards (Afshari *et al.*, 2012:165).

Two items were used to measure idealised influence behavioural, 52.21% of the respondents said that their leader “shared their strong values and beliefs with the team” while 61.94% said that their leader “is ethical and has high moral values”. The average score for both items is therefore 57.08%.

- ***Intellectual stimulation***

Intellectual stimulation occurs when a leader challenges followers to be creative and innovative when delivering organisational outputs (Odumeru & Ogbonna, 2013:356). Balyer (2012:7) says that leaders encourage their followers to express their views and question assumptions.

Two items in the questionnaire measures intellectual stimulation. 54.86% of the respondents say that their leader “acknowledges everyone’s view point when solving problems” and they also said that their leader “suggest innovative ways of doing things in the workplace” 43.73%. The average score for both items is therefore 47.98%.

- ***Individualised consideration***

With individualised consideration, the leader demonstrates a caring nature towards each individual in the group and is available to support each member when they experience personal challenges (Doody & Doody, 2012:1212).

Two items measured individualised consideration, 45.13 % of the respondents said that their leader is “a mentor and a coach” to them while 53.51% said their leader “looks at them as individuals and not just another employee”. The average score for both items is therefore 49.32%.

In summary, the results for the five transformational leadership constructs are as follows, inspirational motivation received an average score of 58.06%, idealised influence attributed 52.96%, idealised influence behavioural 57.08%, intellectual stimulation 49.30% and individualised consideration 49.32%. Therefore, the average score for all transformational leadership constructs is 53.34%.

Based on the findings the following hypothesis can be accepted.

H1: Managers in the Department of Social Development in Sedibeng have adopted transformational leadership style for managing social workers.

3.8.1.2. Transactional leadership actual

- ***Contingent reward***

This element of transactional leadership involves clear communication of responsibilities and targets between leader and follower (Keskes, 2014:21). The leader uses rewards and promotions to obtain optimal results from followers (Asrar-ul-Haq & Kuchinke, 2016:56). Two items measured actual contingent reward. 53.98% respondents said that their leader “tells them when their satisfied with their work”. 59.65 % said that their leader “is specific when giving others and me responsibilities and work targets”. The average score for this item is therefore 56.82%.

- ***Management by exception active***

Management by exception active occurs when a leader monitors their followers behaviour and anticipates problems and mistakes in order to take corrective actions before the behaviour creates complications (Anderson, 2017. 79).

Two items were used to measure actual management by exception active, “she always focuses in my faults” which obtained a score of 25% and “she focuses all her attention on dealing with mistakes, complaints and failures” with the score of 35.39%. Therefore, the average score for both items is 30.20%.

- ***Management by exception passive***

According to Mesu (2013:12) management by exception passive occurs when a leader waits for problems to arise before correcting the actions of subordinate.

Two items were used to measure actual management by exception passive, item “she always waits for things to go wrong before taking action” 31.25% and “she never changes a system or structure when it seems to be working” 44.25%. Therefore, the average score for both items is 37.75%.

The summary of the transactional leadership style constructs showed that contingent reward had an average score of 56.82%, management by exception active 30.20% and management by exception passive 37.75%. Therefore, the average score for transactional leadership is 43.32%.

Based on these findings, the following hypothesis can be rejected.

H2: Managers in the Department of Social Development in Sedibeng have adopted transactional leadership style for managing social workers.

3.8.1.3.Laissez-fair leadership actual

According to Asrar-ul-Haq and Kuchinke (2016:57) leaders who have adopted this style of leadership are usually averse to taking actions and avoid problematic situations and making decisions.

Two items that were used to measure actual laissez-fair are “she takes too long to respond to urgent matters” 22.12% and “she never gets involved when important issues arise” 40.54%. Therefore, the total score for laissez-fair leadership is 31.33%.

Based on the above the following hypothesis can be rejected

H3: Managers in the Department of Social Development in Sedibeng have adopted laissez- fair leadership style for managing social workers.

3.8.2. ASSESSING LEADERSHIP STYLES PREFERRED BY SOCIAL WORKERS IN THE DEPARTMENT OF SOCIAL DEVELOPMENT IN SEDIBENG

Table 3.8: Summary of finding MLQ Ought leadership styles questionnaire

<i>Questionnaire items</i>	Statistical results (%)		
	Lower rating	Middle rating	Higher rating
	0&1	2	3&4
TRANSFORMATIONAL LEADERSHIP	10.90	14.56	74.54
<i>Inspirational motivation</i>	4.25	8.79	86.85
S(He) should be enthusiastic about what needs to be accomplished	4.38	10.53	85.08
S(He) should express confidence in achievement of work goals	4.11	7.02	88.6
<i>Idealised influence actual</i>	10.96	10.53	78.51
S(He) should be more selfless and focus on growing the group	14.03	9.65	76.32
S(He) should be more respectful towards others and expect more respect	7.89	11.40	80.7
<i>Idealised influence behavioural</i>	16.37	20.80	62.83
S(He) should talk about his/her most important values and beliefs	23.89	31.86	44.24
S(He) should consider moral and ethical results of her actions	8.85	9.73	81.42
<i>Intellectual stimulation</i>	6.16	11.44	82.40
S(He) should seek differing perspectives when solving problems	7.02	14.91	78.07
S(He) should be more innovative in her problem solving	5.31	7.96	86.72
<i>Individualised consideration</i>	16.75	21.19	62.06
S(He) is a coach and a mentor	20.35	30.09	49.55
S(He) looks at me as an individual and not just another employee	13.16	12.28	74.56
TRANSACTIONAL LEADERSHIP	32.33	15.48	52.19
<i>Contingent reward</i>	6.16	6.61	87.23
S(He) should be specific about who is responsible for achieving performance targets	6.19	6.19	87.61
S(He) should express satisfactions when others meet expectations	6.14	7.02	86.84
<i>Management by exception (Active)</i>	41.80	24.03	34.19
S(He) should concentrate more on dealing with mistakes, complaints and failures	41.23	21.93	36.84
S(He) should direct his/her attention on failure in order to meet standards	42.34	26.13	31.53
<i>Management by exception (Passive)</i>	49.04	15.82	35.14
S(He) should leave things as they are if the system is working well	17.55	23.68	58.77

S(He) should wait for things to go wrong before taking action	80.53	7.96	11.5
LAISSEZ-FAIR	53.98	14.16	31.86
S(He) should avoid getting involved when important issues arise	59.29	15.04	25.66
S(He) should take time before responding to urgent questions	48.67	13.27	38.05

3.8.2.1. Transformational leadership ought

- ***Inspirational motivation***

Two items in the questionnaire measured ought inspirational motivation of the manager and 85.08% of the respondents said that a leader “should communicate organisational goals with confidence that they can be achieved”. Also 88.6% of the respondents reported that a leader “should speak enthusiastically about unit goals”. The average score for both items is therefore 86.85%.

- ***Idealised influence attributed***

Two items in the questionnaire measured ought idealised influence (attributed) where 78.32% of the respondents said that a leader should “be respectful and instilled a sense of respect in them”. The other item showed at 86.7% that “respondents think that a leader ought to sacrifice their personal interest for the development of the team”. The average score for these items is 78.51%.

- ***Idealised influence behavioural***

Two items measured ought idealised influence behavioural, 44.24% of the respondents said that a leader “should share their strong values and beliefs with the team” while 81.42% said that their leader “should be ethical and have high moral values”. The average score for both items is therefore 62.83%.

- ***Intellectual stimulation***

Two items in the questionnaire measured ought intellectual stimulation. 78.07% of the respondents said that a leader “should acknowledge everyone’s viewpoint when solving problems” and they said that a leader “should suggest innovative ways of doing things in the workplace” 86.72%. The average score for both items is therefore 82.40%.

- ***Individualised consideration***

Two items measured individualised consideration, 49.55% of the respondents said that a leader “should be a mentor and a coach” to them while 74.56% said a leader “should look at them as individuals and not just another employee”. The average score for both items is therefore 62.06%.

In summary, the results for the five transformational leadership constructs are as follows, inspirational motivation received an average score of 86.85%, idealised influence attributed 78.51%, idealised influence behavioural 62.83%, intellectual stimulation 82.40% and individualised consideration 62.06%. Therefore, the average score for all transformational leadership constructs is 74.54%

3.8.2.2. Transactional leadership ought

- ***Contingent reward***

Two items measured ought contingent reward. 87.61% respondents said that their leader “should tell them when their satisfied with their work”. 86.84% said that their leader is “should be specific when giving others and me responsibilities and work targets”. The average score for this item is therefore 87.23%.

- ***Management by exception active***

Two items were used to measure ought management by exception active, “should always focuses in my faults”36.84% and “should focuses all her attention on dealing with mistakes, complaints and failures” 31.53%. Therefore, the average score for both items is 34.19%.

- ***Management by exception passive***

Two items were used to measure ought management by exception passive, item “should always waits for things to go wrong before taking action” 11.5% and “should never changes a system or structure when it seems to be working” 58.77%. Therefore, the average score for both items is 35.14%.

The summary of the transactional leadership style constructs showed that contingent reward had an average score of 87.23%, management by exception active 34.19% and management by exception passive 35.14%. Therefore, the average score for transformational leadership is 52.19%.

3.8.2.3.Laissez-fair leadership ought

Two items that were used to measure actual laissez-fair are “she takes too long to respond to urgent matters” 25.66% and “she never gets involves when important issues arise” 38.05%. Therefore, the total score for laissez-fair leadership is 31.56%.

Respondents perceptions of effective leadership were measured using the MLQ ought leadership scale. According to the results above, transformational leadership obtained a score of 74.54%, transactional leadership 52.19% and laissez-fair leadership 31.33%. This indicates that respondents perceive transformational leadership as the most effective leadership style that can be adopted by leaders from the Department of Social Development in Sedibeng.

While transactional leadership was found to be less effective than transformational leadership. A high number of respondents showed that they preferred one of the transactional leadership style constructs; contingent rewards, which obtained an average score of 87.23%.

Laissez-fair was the least favourable leadership style preferred by respondents.

3.8.3. ASSESSING LEVEL OF TURNOVER INTENTION AMONG SOCIAL WORKERS IN THE DEPARTMENT OF SOCIAL DEVELOPMENT IN SEDIBENG

Table 3.9: Summary of finding turnover intentions questionnaire

Questionnaire items	Statistical results (%)	
	Lower rating	Higher rating
	1&2	3&4
I feel like I will not get a promotion in the next ten years	43.86	56.14
I feel stimulated and productive in my work	65.79	34.21
I am actively searching for other jobs	37.72	62.28
I am frequently absent and bored with my work environment	69.91	30.09
If I get another work opportunity I would take it	17.55	82.45
I intend on leaving the organization soon	40.35	59.65

Assessing the level of turnover intentions

According to Chen *et al.* (2014:837) turnover intentions can predict actual turnover in the organisation. However, some researchers have found that turnover intention is an inadequate predictor of actual turnover (Cohen *et al.*, 2016:241). Employees can leave their positions in the organisation as a coping strategy to escape their current job conditions (Bothma & Roodt, 2013:2). Turnover intentions are an eventuality in the workplace (Alhamwan & Mat, 2015:85). Nevertheless, Bester *et al.* (2015:4) postulates that turnover intentions of employees have a strong correlation with several intrinsic and organisational factors.

Table 3.9 summarises the results of turnover intention of respondents and the outcomes are discussed as follows.

Majority of the respondents 82.45% said, “If I get another work opportunity I would take it”. Also, 59.65% of the respondents said, “I intend on leaving the organisation soon”. Moreover, 62.28% said, “they are actively looking for other jobs”. A fair number of respondents 56.14% reported, “I feel like I will get a promotion in the next ten years”, however almost half of the respondents 43.86% disagreed with this statement. These results are supported by a report by Naidoo & Kasiram (2014:118) who held that social workers are leaving South Africa for other work opportunities because of limited chances for promotion and lack of upward mobility.

A high number of respondents 65.79% disagreed with a statement that said, “I feel stimulated and productive in my job”. However only 30.09% of the respondents said that “they are frequently absent and bored with their work environment”. The first statement agrees with Puni *et al.* (2016:1) when they said that employees with turnover intentions often display deviant behaviours such as occupation with other activities in a place of work activities and withholding effort. The second statement however contradicts with Green *et al.* (2013:374) who have said that employees with turnover intentions have withdrawal behaviours such as absenteeism.

3.8.4. ASSESSING LEVEL OF JOB SATISFACTION AMONG SOCIAL WORKERS IN THE DEPARTMENT OF SOCIAL DEVELOPMENT IN SEDIBENG

Table 3.10: Summary of finding job satisfaction questionnaire

<i>Questionnaire items</i>	Statistical results (%)			
	Lowest rating	<i>Lower rating</i>	<i>High rating</i>	<i>Highest rating</i>
	1, 2&3	4,5	6,7&8	9,10&11
Working with clients	2.64	13.15	31.58	52.63
Your salary and benefits	59.29	23	10.63	7.08
The challenge your job provides	28.95	26.31	24.56	20.18
Chances of acquiring new skills	26.32	21.93	29.82	21.93
Amount of client contact	8.84	20.35	33.62	37.16
The quality of supervision you receive	39.64	27.93	9.90	22.53
Opportunity for promotion	67.57	15.32	9.91	7.2
Opportunity for really helping people	11.71	22.52	23.43	42.34
The amount of authority you have been given to do your job	25.43	14.91	29.82	29.82
Opportunity for involvement in decision making	37.72	21.93	19.31	21.04
Clarity and guidelines doing your job	27.42	22.14	25.65	24.78
Field of specialization	24.56	14.91	28.95	31.58
The feeling of success as a professional	28.94	17.55	25.44	28.07
Recognition given your work by your supervisor	36.28	15.94	15.04	32.74

Assessing the level of job satisfaction

section 2.5.2 in chapter two discussed job satisfaction. Three factors for assessing job satisfaction were identified as *intrinsic*, *organisational* and *salary and promotion factors*.

Intrinsic factors

In terms of job satisfaction 84.2% of the respondents said they are satisfied with “working with clients”, 70.78% are satisfied with “the amount of client contact”, and 65.77% are satisfied with “the opportunity for really helping people”. These results agree with a study by Akintola and Chikoko (2016:19) where respondents felt motivated by the fact that their jobs provided them with the opportunity to make a difference in the lives of members of the community. 56.53% of the respondents said they are satisfied with their “field of specialisation”. While 53.5% are satisfied with “feelings of success as a professional”.

In addition, 51.75% of the respondents said they are satisfied with “the chance to acquire new skills”. While only 44.74% said, they are satisfied with the “challenge the job provides”. These results agree with Akintola and Chikoko (2016:19) who reported that participants who received on-going training and acquired experience on the job perceived that as important.

Organisational factors

Amount of authority given to do your job 59.64%, opportunity for involvement in decision-making 40.35%, quality of supervision they receive 32.43%, clarity and guidelines for doing job 50.43%, recognition given your work by supervisor 47.79%. Quality of supervision satisfaction level received the lowest from the respondents. Recognition for work done, given by supervisor is also very low.

Salary and promotion factors

Respondents reported that their level of satisfaction with their “salary and benefits” is 17.71%, this is contradictory to a study by Chaudhry *et al.* (2011) whose finding showed that the salary satisfaction was high for public sector employees in a study that explored the relationship between salary satisfaction between and job satisfaction: a comparison of public and private organisations.

Alhamwan and Mat (2015:86) state that lack of advancement opportunities can cause some employees to dislike their job. This is evident in the response of the participants as 17.11% said that they are dissatisfied with “opportunity for promotion”.

3.9. ASSESSING CORRELATIONS BETWEEN CONSTRUCTS

Table 3.11: Correlation matrix actual leadership styles, turnover intentions and job satisfaction

Key: <0.1 **small effect**, 0.1– 0.4 **medium effect**, >0.4 large effect

Actual leadership styles	Turnover intentions			Job satisfaction		
	r	Sig	N	r	sig	N
Inspirational motivation	-0.172	0.081	104	0.395	<0.0001	104
Idealised influence actual	-0.241	0.013	104	0.433	<0.0001	104
Idealised influence behavioural	-0.285	0.003	104	0.501	<0.0001	104
Intellectual stimulation	-0.167	0.090	104	0.378	<0.0001	104
Individualised consideration	-0.258	0.008	104	0.467	<0.0001	104
Contingent reward	-0.187	0.057	104	0.381	<0.0001	104
Management by exception active	0.340	0.000	104	-0.432	<0.0001	104
Management by exception passive	0.069	0.494	104	-0.103	0.297	104
Laissez-fair	0.034	0.73	104	-0.099	0.314	104

Lipsey & Wilsonin (cited in Ayden *et al.* 2013:808) described correlations as follows

0 to 0, 10 = small effect

0, 10 to 0, 40= medium effect

0, 40 to 1= large effect

3.9.1. Leadership styles actual and turnover intentions

Table 3.11 demonstrates the Parson's correlation matrix for actual full range leadership styles and turnover intentions. The above indicate that transformational leadership style, and contingent reward have negative correlation with turnover intentions while two of the transactional leadership constructs management by exception active and management by exception active and laissez-fair leadership style have a positive correlation with turnover intentions.

The results show the following for transformational leadership constructs:

Inspirational motivation has a medium negative relationship with turnover intentions ($r=-0.172$, $p<0.05$), idealised influence actual has a medium negative correlation ($r=-0.241$, $p<0.05$), idealised influence behavioural has a medium negative correlation ($r=-.285$, $p<0.05$), intellectual stimulation has a medium negative correlation ($r=-0.167$, $p<0.05$) and lastly individualised consideration has a medium negative correlation of ($r=-0.258$, $p<0.05$).

All five transformational leadership constructs have negative correlation with turnover intention, it can be concluded that there is a negative relationship between transformational leadership and turnover intentions.

Based on the finding above the following hypothesis can be accepted.

H4: There is a negative relationship between transformational leadership style and the turnover intentions of social workers

These findings agree with the findings of a study conducted by Caillier (2016) with public servants residing in the Unites States of America, which found that turnover intentions have a negative relationship with transformational leadership style.

The results revealed the following for transactional leadership constructs:

The research found that contingent rewards have a medium negative correlation with turnover intentions ($r=-0.187$, $p<0.05$), while management by exception active has a medium positive correlation with turnover intentions ($r=0.340$, $p<0.05$), lastly management by exception passive has a small positive correlation with turnover intentions ($r=0.069$, $p<0.05$).

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

H5: There is a relationship negative between transactional leadership style and the turnover intentions of social workers.

These findings are contradictory to previous findings by Ali *et al.* (2014) in Pakistan, which reported a negative correlation between transactional leadership and turnover intention.

The results revealed the following for laissez-fair leadership:

The study found that there is a small positive correlation between laissez-fair leadership and turnover intentions ($r=0.034$, $p<$).

Based on these finding the following hypothesis can be accepted.

H6: There is a positive relationship between laissez-fair leadership style and the job turnover intentions of social workers.

3.9.2. Leadership styles actual and job satisfaction

The correlation between actual leadership styles of managers and social workers job satisfaction is demonstrated in figure 3.11 above.

The results show the following for transformational leadership constructs:

Inspirational motivation has medium positive correlation with job satisfaction ($r=0.395$, $p<0.05$), idealised influence actual has a medium positive correlation ($r=0.433$, $p<0.05$), idealised influence behavioural has a large positive correlation ($r=0.501$, $p<0.05$), intellectual stimulation has a medium positive correlation ($r=0.378$, $p<0.05$) and individualised consideration has a medium positive correlation of ($r=0.467$, $p<0.05$).

All five transformational leadership constructs have positive correlation with job satisfaction. Therefore, it can be concluded that there is a positive relationship between transformation leadership and job satisfaction.

Based on the finding above the following hypothesis can be accepted.

H7: There is a positive relationship between transformational leadership style and the job satisfaction of social workers.

These results agree with a study conducted by Asrar-ul-Haq and Kuchinke (2016) on the “Impact of leadership styles on employees’ attitude towards their leader and performance: Empirical evidence from Pakistani banks”. Which found a positive relationship between job satisfaction and turnover intentions. Other studies by Ali *et al.* (2013) conducted in Pakistan and Braun *et al.* (2013) conducted with supervisors, also found that there is a significant relationship between transformational leadership and turnover intentions.

The results revealed the following for transactional leadership constructs:

The study found that contingent rewards have a medium positive correlation with job satisfaction ($r=0.381$, $p<$). This result is supported by a study by Ohunakin *et al.* (2016) on Transactional leadership style and employee job satisfaction among universities' guesthouses in South-West Nigeria whereby a positive correlation between contingent reward and job satisfaction was found. However, management by exception active has a medium negative correlation with job satisfaction ($r=-0.432$, $p<$), lastly management by exception passive has a small negative correlation with job satisfaction ($r=-0.103$, $p<$).

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

H8: There is a positive relationship between transactional leadership style and the job satisfaction of social workers

The results revealed the following for laissez-fair leadership:

The study found that there is a small negative correlation between laissez-fair leadership and job satisfaction ($r=-0.099$, $p<$). Based on the finding above it can be concluded that laissez-fair leadership has a negative correlation with job satisfaction among social worker in the Department of Social Development in Sedibeng.

Based on these finding the following hypothesis can be accepted.

H9: There is a negative relationship between laissez-fair leadership style and the job satisfaction of social workers.

3.10. CHAPTER SUMMARY AND CONCLUSION

Demographic results revealed that most respondents were females 86%. In terms of the age groups, 26-30-year-old employees were mostly represented in the sample. 93% of the respondents were black and occupied social worker/probation officer positions 70%.

Most of the respondents are in the statutory unit 37.39% and have been working for the Department of Social Development in Sedibeng for periods of between 0-3 years.

In term of the data collecting instruments when tested for reliability the MLQ Actual questionnaire obtained a score of 0.73 and the MLQ “ought” questionnaire obtained a result of 0.75 which indicate that both questionnaire had acceptable values for Cronbach alpha. The turnover intention scale obtained a score of 0.70 and the job satisfaction scale 0.899, this also shows that the instruments were reliable measuring tools.

The mean score for transformational leadership actual 2.42 was larger than that of transactional 2.08 and laissez-fair leadership styles 1.62 and the mean score for ought transformational leadership 3.02 was also very high, indicating that respondents prefer transformational leadership styles over the other leadership styles. It was also interesting to note that although respondents preferred transformational leadership they also singled out contingent rewards 3.32 as effective leadership behaviour.

Hypothesis was tested against empirical evidence the following hypothesis were accepted. i) transactional leadership is adopted by leaders at the Department of Social Development in Sedibeng, ii) transactional leadership is adopted by managers in the Department of Social Development, iv) transformational leadership has a negative relationship with turnover intentions vi) laissez-fair has a positive relationship with turnover intentions and viiii) laissez-fair has a negative relationship with job satisfaction.

The following hypotheses were rejected. iii) laissez-fair leadership was adopted by managers at the Department of Social Development, v) transactional leadership has a negative relationship with turnover and transactional leadership has a positive relationship with job satisfaction.

The results also indicated some turnover intentions and job dissatisfaction of respondents.

The next section will give a synopsis of findings, recommendations and conclusions.

4. CHAPTER 4: SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

4.1. INTRODUCTION

In the previous chapter, empirical results of the study were revealed, statistical analysis was conducted and there was a discussion based on the outcome of the research. The current chapter will provide synopsis of the whole study and review research objectives. Also, summary of findings with respect to outcome of the research about the prevalence of transformational, transactional and laissez-fair leadership in the selected public organisation will be done as well as a summary regarding leadership styles and job satisfaction and turnover intention. Recommendations, limitation of the study and conclusion are also given.

4.2. SYNOPSIS OF THE STUDY

- ❖ Chapter one introduced the title of the study, which subsequently introduced the term leadership. The problem statement was discussed, as well as a short review of literature relevant to the study. From the short literature derived the model applicable for the study given in figure 1.1.
The research questions, objectives, design were discussed, and the researcher hypothesised nine concepts for this study. Lastly the issues concerning statistical analysis and ethical considerations were highlighted.
- ❖ In chapter two a comprehensive literature study was made focusing on the following independent variable, transformational leadership, transactional leadership and laissez-fair leadership and the dependent variables were job satisfaction and turnover intentions. The literature also highlighted the relationship between the independent variables as well the dependent variables.
- ❖ Chapter three emphasized data collection methods before describing and discussing the data obtained from the respondents' who contributed to the study. The data revealed the demographic description of the participants and furthermore the subsequent sections of the data-collecting tool showed through data analysis that transformational, transactional and laissez-fair leadership styles are prevalent in the selected public organisation and the impact of those leadership styles on job satisfaction and turnover intentions.

4.3. REVIEW OF THE STUDY OBJECTIVES

The purpose of the study was to investigate the prevalence of transformational, transactional and laissez-fair leadership styles in the Department of Social Development in Sedibeng. Also, the study sought to find out how the leadership styles adopted by leaders in the Department of Social Development affected employees job satisfaction and turnover intentions.

To realise the general objective, the following specific objectives were made:

- To determine if leaders in the Department of Social Development have adopted a transactional, transformational or laissez-fair leadership style.
- To determine which leadership style is preferred by social worker in the Department of Social Development in Sedibeng
- To determine the relationship between the leadership style and social worker job satisfaction and turnover intentions

4.4. SUMMARY OF FINDINGS

The next section will summarise the research result by comparing conclusions from the literature study and the empirical finding. Through literature studies, the researcher selected the MLQ questionnaire to find leadership styles in the Department of Social Development. The leadership styles were found to have a relationship with job satisfaction and turnover intentions.

Transformational leadership

The study has revealed some prevalence of transformational leadership in the Department of Social Development in Sedibeng. The dominant leadership construct in this style was found to be Inspirational motivation. This construct was also rated the most effective leadership behaviour by the respondents. It can be concluded that leaders in the Department of Social Development in Sedibeng adopt transformational leadership style. Also, followers in the Department of Social Development perceive transformational leadership as the most effective leadership style.

Transactional leadership

Contingent reward is prevalent in the Department of Social Development, however management by exception passive and management by exception active obtained low scores meaning that they are rarely applied by managers.

As a result, transactional leadership as a whole obtained lower scores leading to the conclusion that the leadership style is not prevalent in the Department of Social Development. In addition, a high number of respondents indicated that they preferred contingent rewards this score was higher than the scores of transformational leadership constructs combined. This indicated that contingent reward is the most preferred effecting leadership behaviour according to the respondents.

Laissez-fair leadership

The results indicated low levels of laissez-fair leadership in the Department of Social Development in Sedibeng. These results are also consistent with preferred effective leadership styles as perceived by respondents. This indicates leaders in the Department of Social Development in Sedibeng rarely practice laissez-fair leadership behaviours.

Job satisfaction

Results reveal varied levels of job satisfaction dependent on factors that lead to job satisfaction or job dissatisfaction. The study shows that respondents are satisfied with working with clients and the amount of client contact. However, respondents were not satisfied with organisational factors such as quality of supervision and recognition for doing good work. This is contradictory to the findings indicating a high transformational leadership however; in this study, a moderate level of transformational leadership was reported.

Turnover intention

The study revealed that social worker had some turnover intentions due to lack of promotion opportunities. The study also showed that majority of respondent do not feel stimulated by their work. The overall study of turnover intentions revealed that respondents would like to leave the organisation and are currently actively searching for other jobs.

4.5. RECOMMENDATIONS

After careful consideration of the both the literature and empirical findings, the following recommendations can be made to the organisation.

- **Training on leadership and management**

The results indicated moderate levels of transformational leadership, and low levels of transactional and laissez-fair leadership styles. It is not clear whether the managers and supervisors in the Department of Social Development are aware of the benefits and disadvantaged of the leadership styles they have adopted. It is quite clear that subordinated prefer higher levels of transformational leadership and contingent rewards to be applied by their managers. However, without the proper knowledge base and clear understanding the managers may struggle to attain such levels.

The training should be extended to all supervisors and social work managers on a quarterly basis and evaluation should be done using the MLQ to determine the managers' perceptions about their own leadership and their subordinated perceptions about their leadership styles. This program will improve the levels of transformational leadership in the organisation thereby positively affecting effectiveness and job attitudes. Also, play an instrumental role in developing the leadership skills of managers in the organisation.

- **Job satisfaction programme**

Intrinsic motivation seems to be a dominant factor in respondents' job satisfaction. The organisation in question is a government institution therefore every policy and programme related to employees is ought to be central and applicable to all individuals employed by the Department. However, leaders have the autonomy to select how to respond to their subordinates wants and needs. Research revealed that respondents are dissatisfied with quality of supervision, recognition given by supervisor for good work done and decision making and guidelines for performing tasks.

Supervision

The research showed low satisfaction with quality of supervision by respondents. The South African Council for Social Services Professions with the Department of Social Development had provided supervisors a supervision framework. It is recommended that supervisors be trained regularly (once a year) on the supervision framework, as supervision is an essential aspect of social work and cannot be taken lightly.

Recognition for excellence

Supervisors and managers are encouraged to actively recognise their subordinates for exceeding work targets. It is recommended that once a month a supervisor must acknowledge one employee openly as employee of the month. This method will not cost the supervisor any money as there will be no monetary rewards involved however, it can boost the motivation of other employees and the job satisfaction of the employee whose efforts have been acknowledged.

Decision-making and guidelines for performing tasks

Results indicate that respondents are dissatisfied with the guidelines they are given by their supervisors to do their work. It is recommended that once a month supervisors should organise supervision sessions with individual subordinates to educate their subordinates of the different approaches to social work intervention.

- **Retention program**

Results indicate that respondents are very dissatisfied with their salary and benefits and opportunities for promotion. Here it is recommended that the Department of Social Development review its current policies to assess the level at which these policies allow social workers to progress upward in the profession.

4.6. LIMITATION OF THE STUDY

- This study was limited to the Department of Social Development in Sedibeng region; therefore, the results cannot be generalised to include other regions within the Department of Social development such as the Johannesburg, West-Rand, Tshwane and Ekurhuleni regions as well as the eleven institutions that fall under the Gauteng Department of Social Development.
- The study was limited to social auxiliary workers, social workers, social work supervisors and social work managers.
- There is little literature focusing on leadership styles of social workers in management positions in South Africa as well as internationally.
- There is little literature focusing on job satisfaction and turnover intention of social workers in South Africa.
- Quantitative method was selected for this study; qualitative methods such as focus group with social work managers would have enhanced the study.

4.7. FUTURE RESEARCH

- The findings from literature study demonstrate the need for continued research on leadership, turnover intentions and job satisfaction among employees in the public sector, in the South African context.
- The findings from and the research findings indicate that there is a gap in knowledge base of social work in terms of leadership, therefore more studies can be conducted to determine the impact on leadership in managing social workers in all the diverse social work settings.

4.8. CONCLUSION

The study sought to find leadership styles prevalent in the Department of Social Development in Sedibeng, the general and specific objectives of the study were accomplished thereby revealing that transformational instead of transactional and laissez-fair leadership styles have been adopted by managers at the Department of Social Development in Sedibeng. Furthermore, all hypothesis regarding relationships between leadership styles and jobs satisfaction and turnover intentions was addressed.

Based on the research findings, transformational, transactional and laissez-fair leadership styles have a relationship with job satisfaction and turnover intentions.

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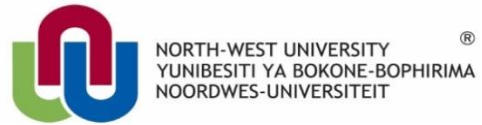
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ANNEXURE A: ETHICS LETTER FROM NORTH WEST UNIVERSITY



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15 June 2017

ETHICAL CLEARANCE

This letter serves to confirm that the research project of **PHATI, LR** has undergone ethical review. The proposal was presented at a Faculty Research Meeting and accepted. The Faculty Research Meeting assigned the project number **EMSPBS16/11/25-01/62**. This acceptance deems the proposed research as being of minimal risk, granted that all requirements of anonymity, confidentiality and informed consent are met. This letter should form part of your dissertation manuscript submitted for examination purposes.

Yours sincerely

Prof CJ Botha

Manager: Research - NWU Potchefstroom Business School

Original details: Wilma Pretorius(12090298) C:\Documents and Settings\Administrator\My Documents\Briewe MBA\2017\

**ANNEXURE B: LETTER OF APPROVAL TO CONDUCT RESEARCH AT THE
GAUTENG DEPARTMENT OF SOCIAL DEVELOPMENT, SEDIBENG**



Enquiries: Judith Demeshane
Tel: (011) 2270130
File no.: 2/9/62

Lerato Rainy Phati

Dear Ms Lerato Rainy Phati

RE: APPLICATION TO CONDUCT RESEARCH IN THE GAUTENG DEPARTMENT OF SOCIAL DEVELOPMENT


Thank you for your application to conduct research within the Gauteng Department of Social Development.

Your application on the research on **“Exploring Leadership Styles in Managing Social Workers from the Department of Social Development”** has been considered and approved for support by the Department as it was found to be beneficial to the Department’s vision and mission. The approval is subject to the Department’s terms and conditions as endorsed by you on the 20th of June 2017.

May I take this opportunity to wish you well on the journey you are about to embark on.

We look forward to a value adding research and a fruitful co-operation.

With thanks


M M MAMPURU
Acting Head of Department
Date: 2017/06/27

ANNEXURE C: RESEARCH QUESTIONNAIRE

Dear participant

Thank you for taking time off to complete this questionnaire, please note that by participating in this research you are giving consent to the researcher to use this information in a mini-dissertation that they will submit to the NWU School of Business and Governance.

The purpose of the study is to “Explore leadership styles in managing social workers from the Department of Social Development in Sedibeng”.

The questionnaire will take approximately 20 minutes to complete.

Please note that participation in this study is voluntary and that you are allowed to stop at any time. We guarantee anonymity and as such we have created a code system that will assist us in reading your results without knowing your real identity.

Please complete the code below **then** section A to E of this questionnaire:

PLEASE CREATE CODE

The code is made up of the following:

	Example	Your code ↓
1. Give the first and last letter of the city or town in which you were born	Johannesburg = JG	
2. Give the first and last letter of your mother’s maiden name (surname before she got married)	Mnisi = MI	
3. Give the first and last letter of your Father’s name	John = JN	

SECTION A: DEMOGRAPHICS

The following information is needed to enable the researcher to analyse data in a meaningful way. We appreciate your participation in this research. **Please mark applicable block below with a cross X.**
Please note that the blocks are numbered! Please COMPLETE ALL questions.

Dem 1	Age group:	21-25	1	26-30	2	31-35	3
		36-40	4	41-45	5	46-50	6
		51-55	7	56-60	8	>60	9

Dem 2	Gender:	Male	1	Female	2
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Dem 3	Race:	Black	1	White	2	Coloured	3	Indian	4	Other	5
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Dem 4	Designation Position	Social Auxiliary worker / Assistant probation officer	1	Social worker/Probation officer	2	Social work supervisor	3	Social work manager	4
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Dem 5	Highest Qualification:	Below Matric	1	Matric	2	Diploma / Degree	3	Honours	4
		Post graduate	5	Masters	6	Ph.D.	7		

Dem 6	In which Unit do you work	Statutory	1	Canalization	2	NGO Partnerships	3	Probation	4
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Dem 7	Duration of current employment in full years	0-3	1	4-7	2	8-10	3	11-15	4	>16	5
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SECTION B: MLQ 5

Please indicate with an X to what extent each of the following statements **DESCRIBES THE TYPICAL BEHAVIOUR** demonstrated by the person that **YOU ARE PERSONALLY REPORTING TO** in the organization. Mark 0,1,2,3 or 4 in the box below for each item.

0	1	2	3	4
Not at all	Once in awhile	Sometimes	Fairly often	Frequently, if not always

1	S(He) is respectful and instils a sense of respect in me	0	1	2	3	4
2	S(He) communicates organizational goals and confidence that they can be achieved	0	1	2	3	4
3	S(He) waits for things to go wrong before taking action	0	1	2	3	4
4	S(He) always focuses on my faults	0	1	2	3	4
5	S(He) acknowledges everyone’s viewpoint when solving work problems	0	1	2	3	4
6	S(He) takes long to respond to urgent matters	0	1	2	3	4
7	S(He) is a coach and a mentor	0	1	2	3	4
8	S(He) suggests innovative ways of doing things in the workplace	0	1	2	3	4
9	S(He) shares her strong values and beliefs with the team	0	1	2	3	4
10	S(He) never gets involved when important issues arise	0	1	2	3	4
11	S(He) sacrifices her personal interests for development of the team	0	1	2	3	4
12	S(He) is ethical and has high moral values	0	1	2	3	4
13	S(He) tells me when she is satisfied with my work	0	1	2	3	4
14	S(He) is specific when giving me and others responsibilities and work targets	0	1	2	3	4
15	S(He) looks at me as an individual and not just another employee	0	1	2	3	4
16	S(He) never changes a system or structure when it seems to be working	0	1	2	3	4
17	S(He) speaks enthusiastically about unit work goals	0	1	2	3	4
18	S(He) focuses all his/her attention on dealing with mistakes , complaints and failures	0	1	2	3	4

SECTION C: MLQ 5

Please indicate with an **X** to what extent each of the following statements describes the typical behaviour that **you feel SHOULD BE DEMONSTRATED** by the person that **YOU ARE PERSONALLY REPORTING TO** in the organization. Mark 0,1,2,3 or 4 in the box below for each item.

0	1	2	3	4
Not at all	Once in awhile	Sometimes	Fairly often	Frequently, if not always

1	S(He) should avoid getting involved when important issues arise	0	1	2	3	4
2	S(He) should talk about his/her most important values and beliefs	0	1	2	3	4
3	S(He) should seek differing perspectives when solving problems	0	1	2	3	4
4	S(He) should be specific about who is responsible for achieving performance targets	0	1	2	3	4
5	S(He) should wait for things to go wrong before taking action	0	1	2	3	4
6	S(He) should be enthusiastic about what needs to be accomplished	0	1	2	3	4
7	S(He) should spend time teaching and coaching me	0	1	2	3	4
8	S(He) should leave things as they are if the system is working well	0	1	2	3	4
9	S(He) should be more selfless and focus on growing the group	0	1	2	3	4
10	S(He) should be more respectful towards others and expect more respect	0	1	2	3	4
11	S(He) should concentrate more on dealing with mistakes, complaints and failures	0	1	2	3	4
12	S(He) should consider moral and ethical results of her actions	0	1	2	3	4
13	S(He) should direct his/her attention on failure in order to meet standards	0	1	2	3	4
14	S(He) should look at me as an individual and not just as an employee	0	1	2	3	4
15	S(He) should be more innovative in her problem solving	0	1	2	3	4
16	S(He) should take time before responding to urgent questions	0	1	2	3	4
17	S(He) should express satisfactions when others meet expectations	0	1	2	3	4
18	S(He) should express confidence in achievement of work goals	0	1	2	3	4

SECTION D:

Please indicate in the following statement your own personal experience regarding your current workplace by using the following 4-point scale, where **1= totally disagree** and **4= totally agree**:

1	2	3	4			
Totally disagree	Disagree	Agree	Totally agree			
1	I feel like I will not get a promotion in the next ten years		1	2	3	4
2	I feel stimulated and productive in my work		1	2	3	4
3	I am actively searching for other jobs		1	2	3	4
4	I am frequently absent and bored with my work environment		1	2	3	4
5	If I get another work opportunity I would take it		1	2	3	4
6	I intend on leaving the organization soon		1	2	3	4

SECTION E:

Please indicate in the following statement your own personal experience regarding your **SATISFACTION** at current workplace by using the following 11-point scale, where

1(very dissatisfied) ➡11 (very satisfied)

1	Working with clients	1	2	3	4	5	6	7	8	9	10	11
2	Your salary and benefits	1	2	3	4	5	6	7	8	9	10	11
3	The challenge your job provides	1	2	3	4	5	6	7	8	9	10	11
4	Chances of acquiring new skills	1	2	3	4	5	6	7	8	9	10	11
5	Amount of client contact	1	2	3	4	5	6	7	8	9	10	11
6	The quality of supervision you receive	1	2	3	4	5	6	7	8	9	10	11
7	Opportunity for promotion	1	2	3	4	5	6	7	8	9	10	11
8	Opportunity for really helping people	1	2	3	4	5	6	7	8	9	10	11
9	The amount of authority you have been given to do your job	1	2	3	4	5	6	7	8	9	10	11
10	Opportunity for involvement in decision making	1	2	3	4	5	6	7	8	9	10	11
11	Clarity and guidelines doing your job	1	2	3	4	5	6	7	8	9	10	11
12	Field of specialization	1	2	3	4	5	6	7	8	9	10	11
13	The feeling of success as a professional	1	2	3	4	5	6	7	8	9	10	11
14	Recognition given your work by your supervisor	1	2	3	4	5	6	7	8	9	10	11