

**THE INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEE
COMMITMENT IN THE RETAIL INDUSTRY**

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by

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DECLARATION

I, Sakhile Mqomboti, hereby honestly and truthfully declare that this is my original research work, it is being submitted as partial completion of my Master of Business Administration studies at Rhodes Business School (Rhodes University). This work has never been submitted at any university or institution, all the work of others used in this research paper has been acknowledged.



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11 February 2019

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ABSTRACT

Purpose – Companies operating in the South African retail industry have been experiencing a high staff turnover, reported to be standing at 36% (Kelly, 2016). The Edcon Retail Group and Taste Holdings have already indicated their strategic focus on staff turnover reduction in order to achieve their business objectives (Crotty, 2017; Laing, 2017). This research study explained the relationship between the three leadership styles of the Full Range Leadership Theory (FRLT) model developed by Bass and Avolio and three types of commitments from the three component model of Meyer and Allen. The research study was interested in the leadership style that contributes the most to commitment. The effective leadership style may be developed to improve the level of employee commitment in the South African Retail industry.

Methodology – The research study used the total population of 300 subordinate employees from four stores of a retail company in the Rustenburg region in the North-West Province of South Africa. The Multifactor Leadership Questionnaire (MLQ 5X) instrument was adopted for leadership questionnaire data collection, the three-component model of commitment was adopted for data collection of the commitment questionnaire. Pearson Correlations quantitative data analysis was adopted to explain the relationship of the independent and dependent variables. Multiple Regression quantitative data analysis was adopted to test the strength of the leadership styles on commitment.

Findings – The statistical analysis results of Pearson Correlations found weak but significant positive relationship between Transactional leadership style and both Normative and Continuance commitment. A weak but significant positive relationship was found between Transformational leadership style and Normative commitment. A weak but significant positive relationship was found between Passive/Avoidant leadership and continuance commitment. Transformational leadership style showed more strength in contribution to commitment, followed by the Transactional leadership style.

Significant – This research study will expand the existing but limited leadership style and commitment body of knowledge in the South African retail industry. The South African retail companies will be able to develop the preferred leadership style by its employees and develop this leadership style in their managers to improve the commitment of their employees.

Keywords – Leadership style, Commitment, Relationship, Retail industry

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LIST OF ABBREVIATIONS

MLQ: MULTI-LEADERSHIP QUESTIONNAIRE

FRLT: FULL RANGE LEADERSHIP THEORY

LF: LAISSEZ-FAIRE

MBE-P: MANAGEMENT BY EXCEPTIONS-PASSIVE

MBE-A: MANAGEMENT BY EXCEPTIONS-ACTIVE

CR: CONTINGENCY REWARD

IA: IDEALISED INFLUENCE ATTRIBUTES

IB: IDEALISED INFLUENCE BEHAVIOURS

IM: INSPIRATIONAL MOTIVATION

IS: INTELLECTUAL STIMULATION

IC: INDIVIDUALISED CONSIDERATION

LMX: LEADER MEMBER EXCHAN

CHAPTER I

INTRODUCTION, STATEMENT OF THE PROBLEM, RESEARCH OBJECTIVES AND HYPOTHESES

1.1 INTRODUCTION

This chapter presents a brief background of this research study. This particular chapter discusses the significance of the study focusing on its context within the academic literature. Statement of the problem, objective of the study, the hypotheses being tested; as well as the research study outline was discussed in this chapter.

Burns (1978, p. 19) defined leadership as “a process whereby leaders induce followers to act for certain goals that present the values and the motivations, the wants and the needs, the aspirations and expectations of both leaders and followers”. Prominent in this definition is the connection between the leaders and achievement of their goals through their followers.

The Oxford English Dictionary defines commitment as “dedication to a cause, policy or engagement”. Both these definitions have since evolved over a period of time, extensively researched in the organisational theory setting. Leadership theory has evolved, culminating into a Full Range Leadership Theory model consisting of Transformational, Transactional and Passive/Avoidant leadership styles (Burns, 1978; Bass and Avolio, 1990; Bass, 1996; Avolio and Bass, 2004). The commitment theory has developed into a three-component model of organisational commitment consisting of Affective, Continuance and Normative commitments (Becker, 1960; Porter, Steers, Mowday and Boulian, 1974; Meyer and Allen, 1991).

A number of scholars in the organisational theory and Leadership literature have investigated the linkages between various leadership styles and organisational commitment (Chiun Lo, Ramayah and Wei Min, 2009; Mclaggan, Bezuidenhout and Botha, 2013; Liphadzi, Garg and Ramjee, 2013; Lyndon and Rawat, 2015; Long and Chuen, 2016). Therefore this study formed part of further development in this part of academic literature.

1.2 BACKGROUND OF THE STUDY

This research study was located in the Rustenburg region in the North-West province of South Africa. One of the upmarket and prominent departmental retail companies in South Africa was used to draw the sample for the respondents in this particular research study. The retail company sells food and clothing products with their stores categorised as full-line (offering both food and clothing products), foods stand-alone (offering only food products) and clothing stand-alone (offering only clothing products). This study was conducted in two full-line stores, one food stand-alone and one stand-alone clothing store, a total of four stores.

This research study focused on the subordinate employees reporting to the various departmental managers within the different stores. The departmental managers' leadership styles that were being measured are managers in the departments ranging from Foods, Clothing, Customer Services, Administration and Operations.

1.3 STATEMENT OF THE PROBLEM

Meyer, Stanley, Herscovitch and Topolnytsky (2002) found linkages between high absenteeism and lack of commitment amongst employees. Chew and Chan (2008) found a link between lack of commitment and 'intention to stay' from employees. The South African retail industry has been experiencing commitment challenges within their workforce, highlighted by high staff turnover, reported to be standing at 36% for the entire industry (Kelly, 2016). The Edcon Retail Group acknowledged the need to reduce their staff turnover to below 30% if they were to achieve their business objectives (Crotty, 2017). Similarly, Taste Holdings indicated a strategic shift towards reversing the high staff turnover that is making it difficult for their Group to achieve their set objectives (Laing, 2017).

This study explained the influence of leadership styles on employee commitment in the South African retail industry, if addressed, this may assist the retail companies to display the preferred and effective leadership style that will improve the commitment of their employees and may subsequently reduce the rate of staff turnover.

1.4 THE OBJECTIVES OF THE RESEARCH STUDY

This research study aimed to explain the relationship between different leadership styles of managers and the organisational commitment of their subordinate employees in four retail stores in Rustenburg, North-West province of South Africa.

1.4.1 Specific Aim

Explain the relationship between leadership styles (Transactional, Transformational, and Passive/Avoidant) and Employee Commitment (Affective, Continuance, and Normative)

1.4.2 The research question

Is there a relationship between leadership styles and employee commitment in the retail industry of South Africa?

1.5 HYPOTHESES OF THE RESEARCH STUDY

According to Neuman (1994) hypothesis is a proposed statement about any two or more variables' relationship that must be tested. A well-crafted hypothesis is a result of a well-formulated research question developed from the literature (Garner, Kawulich and Wagner, 2012). The following hypotheses were derived from the research question presented in the above section, following an extensive review of the existing literature.

Ha1: There is a significant relationship between Transactional leadership style and Affective commitment

Ho1: There is no significant relationship between Transactional leadership style and Affective commitment

Ha2: There is a significant relationship between Transactional leadership style and Continuance commitment

Ho2: There is no significant relationship between Transactional leadership style and Continuance commitment

Ha3: There is a significant relationship between Transactional leadership style and Normative commitment

Ho3: There is no significant relationship between Transactional leadership style and Normative commitment

Ha4: There is a significant relationship between Transformational leadership style and Affective commitment

Ho4: There is no significant relationship between Transformational leadership style and Affective commitment

Ha5: There is a significant relationship between Transformational leadership style and Continuance commitment

Ho5: There is no significant relationship between Transformational leadership style and Continuance commitment

Ha6: There is a significant relationship between Transformational leadership style and Normative commitment

Ho6: There is no significant relationship between Transformational leadership style and Normative commitment

Ha7: There is a significant relationship between Passive/Avoidant leadership style and Affective commitment

Ho7: There is no significant relationship between Passive/Avoidant leadership style and Affective commitment

Ha8: There is a significant relationship between Passive/Avoidant leadership style and Continuance commitment

Ho8: There is no significant relationship between Passive/Avoidant leadership style and Continuance commitment

Ha9: There is a significant relationship between Passive/Avoidant leadership style and Normative commitment

Ho9: There is no significant relationship between Passive/Avoidant leadership style and Normative commitment

1.5.1 Independent and dependent variables being tested

Figure 1, depicts the relationships between the independent variables (leadership styles) and dependent variables (commitment) being tested in the nine hypotheses as presented in the above paragraphs.

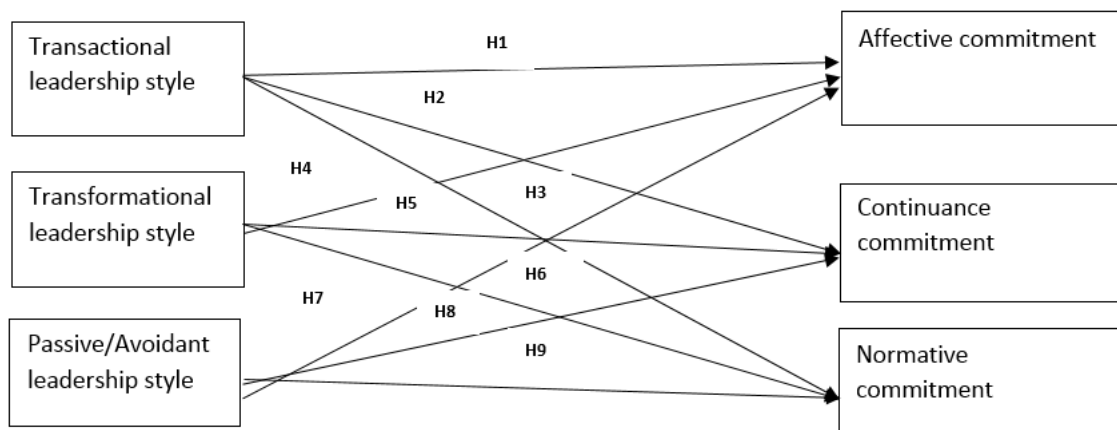


Figure 1: Variables relationships being tested by the study

1.6 SIGNIFICANCE OF THE STUDY

The linkages between employee commitment, staff turnover and 'intention to stay' found by the previous scholars' research studies (Meyer, Stanley, Herscovitch and Topolnytsky, 2002; Chew and Chan, 2008) are viewed as a need for the management practice to investigate other possible contributing factors to the employee commitment. Following an existing, but the limited literature of leadership and employee commitment in the South African context (Nyengane, 2007; Garg and Ramjee, 2013; Bezeidenhout and Botha, 2013, Bafokeng, 2015), this particular study will contribute specifically in the retail industry.

The South African retail companies will better understand the preferred leadership style by their subordinate employees, thus providing the leadership team with an opportunity to train and develop in their organisations, the type of leadership style effective in influencing commitment from their employees. The employees' commitment may improve resulting in a 'longer stay' and reduced staff turnover in the retail companies. The study will contribute to the limited, but growing literature in leadership and commitment in the South African context.

1.7 RESEARCH STUDY OUTLINE

1.7.1 Chapter 2: Literature review

An extensive review of the literature was discussed, from the origins of the leadership theory, its evolution over the centuries with some key theorist contributions were discussed, culminating in the current FRLT adopted in this particular study. Similarly, the commitment theory was discussed in detail, with its evolution culminating in the current three-component model adopted in this particular study.

1.7.2 Chapter 3: Research methodology

The design of this research study was discussed in detail, ranging from locating the study within a particular paradigm of research (positivism), the type of study (quantitative), the sample size, research instruments, data collection technique and analysis.

1.7.3 Chapter 4: Results and discussion

The statistical output of the results were presented and discussed in detail, covering the demographic statistics, reliability statistics, frequency statistics, correlations statistics explained the relationship of the independent and dependent variables, regression statistics tested the leadership style that contributed the most to commitment.

1.7.4 Chapter 5: Recommendations and conclusion

The recommendations for both the management and future research were presented. The chapter summed up the main areas of the study, as well as the key findings of the study.

1.8 ETHICAL CONSIDERATIONS

All the respondents who participated in the study were above the age of 18. The confidentiality for the respondents was achieved by not requesting their names in order to maintain anonymity. The participants signed consent forms acknowledging voluntary participation in the study. The organisation where the research study was conducted signed granting permission to conduct the research. Licence to reproduce the MLQ (5X) was purchased from the owners of the research instrument. The Commitment research instrument is freely

available for use in research and is in the public domain. Ethical clearance was obtained from the University to conduct the research.

1.9 SUMMARY

This chapter briefly introduced the two key theories that were adopted in the study without going into any detail, the linkages of the two theories to the organisational literature were briefly explained, and the location of the study was discussed. The study presented the statement of the problem that motivated the study to be conducted, the objective of the study and its specific aim was discussed. From the literature, the hypotheses to be tested were formulated; the graphic depiction of the independent and dependent variable tested was presented, as well indicating the various hypotheses. The significance of the study in the body of literature and management practice was discussed, and the study outline was presented in this chapter.

CHAPTER II

EVOLUTION OF LEADERSHIP THEORY, FULL RANGE LEADERSHIP THEORY AND ORGANISATIONAL COMMITMENT

2.1 INTRODUCTION

The preceding chapter focused on the background of the study, the phenomenon being researched and the organisation in which the study was undertaken. The previous chapter presented the problem statement and outlined the research methodology followed by this particular study.

This chapter briefly defines leadership and discusses the theoretical evolution of the leadership concept. The theoretical models of leadership and commitment, Full Range Leadership Theory (FRLT) and Organisational Commitment's three component model are discussed in detail respectively. The relationship between the leader and its followers is discussed. The chapter further presents a discussion on the operational application of both models in the literature, focusing on the link between leadership styles and commitment of employees. Studies conducted globally as well as those reflecting a South African context are presented in this chapter.

2.2 THE EVOLUTION OF LEADERSHIP THEORY

Leadership is defined "as a process whereby leaders induce followers to act for certain goals that present the values and the motivations, the wants and the needs, the aspirations and expectations of both leaders and followers" (Burns, 1978, p. 19). Central to this definition is the need for a leader to influence his/her followers toward the achievement of a particular objective. Based on this definition, leadership is linked to the degree that followers are driven to achieve a task or their commitment to that particular task.

According to Stogdill (1975) for centuries theorists have been writing about the complex and sometimes misunderstood the concept of leadership. Therefore, based on the complex nature of the leadership concept, it is crucial to briefly discuss how the concept has evolved over the past centuries. The leadership theory of the 19th to an early 20th century was dominated by the "Great Man" theories (Kirkpatrick and Locke, 1991). According to Thompson and McHugh (2009), the "Great Man" theory suggested that leaders were born with already inherent qualities needed to become a leader; however, these two authors highlighted that this theory favoured those who were born in privileged environments to automatically rise into leadership roles. During the early 20th century the leadership theory began shifting towards what became known as the "Trait" theories (Kirkpatrick and Locke, 1991). The "Trait" theory focused on the characteristics of leaders, such as height, physique and weight that a person inherited from

birth (Kirkpatrick and Locke, 1991). However, further research by Stogdill, (1974, cited in Kirkpatrick and Locke, 1991) concluded that there could never be a universal trait for leadership, neither can be a guarantee that a person possessing specific traits will become a leader. According to Thompson and McHugh (2009) "Trait" theory was followed by what is known as the "Behavioural" theories. According to Thompson and McHugh (2009) the behavioural theories focused on the manner that leaders behaved to induce followers to achieve their goals, these behaviours were categorised as autocratic (intensified personal control), democratic (collaborative approach), laissez-faire (lack of leadership).

Burns (1978) started shifting the leadership discourse towards transactional and transformational leadership styles. According to Burns (1978), the basis of transactional leadership style is the exchange between the leader and the followers, where there are rewards for achievements and punishments for 'failing' to achieve the desired objectives. On the other hand, Burns (1978) described transformational leadership style as the moral approach from the leaders that leads to a shared vision, with the leader and their followers lifting one another towards a highly motivated level of commitment towards a particular task.

2.3 THE FULL RANGE LEADERSHIP MODEL

Bass (1985) further advanced the discourse on transactional and transformational leadership, suggesting a shift in paradigm in the way leadership has been studied. It appears this was a call for a more comprehensive understanding of transactional and transformational leadership styles in order to better align the leaders and their subordinates.

Bass and Avolio (1990) presented a full range leadership model that detailed individual factors for each leadership style with a measuring instrument named the Multifactor Leadership Questionnaire (MLQ). Since then, the full range model and its questionnaire have gone through some improvements over the years (Avolio and Bass, 1995; Avolio and Bass, 2004; Avolio and Bass, 2006).

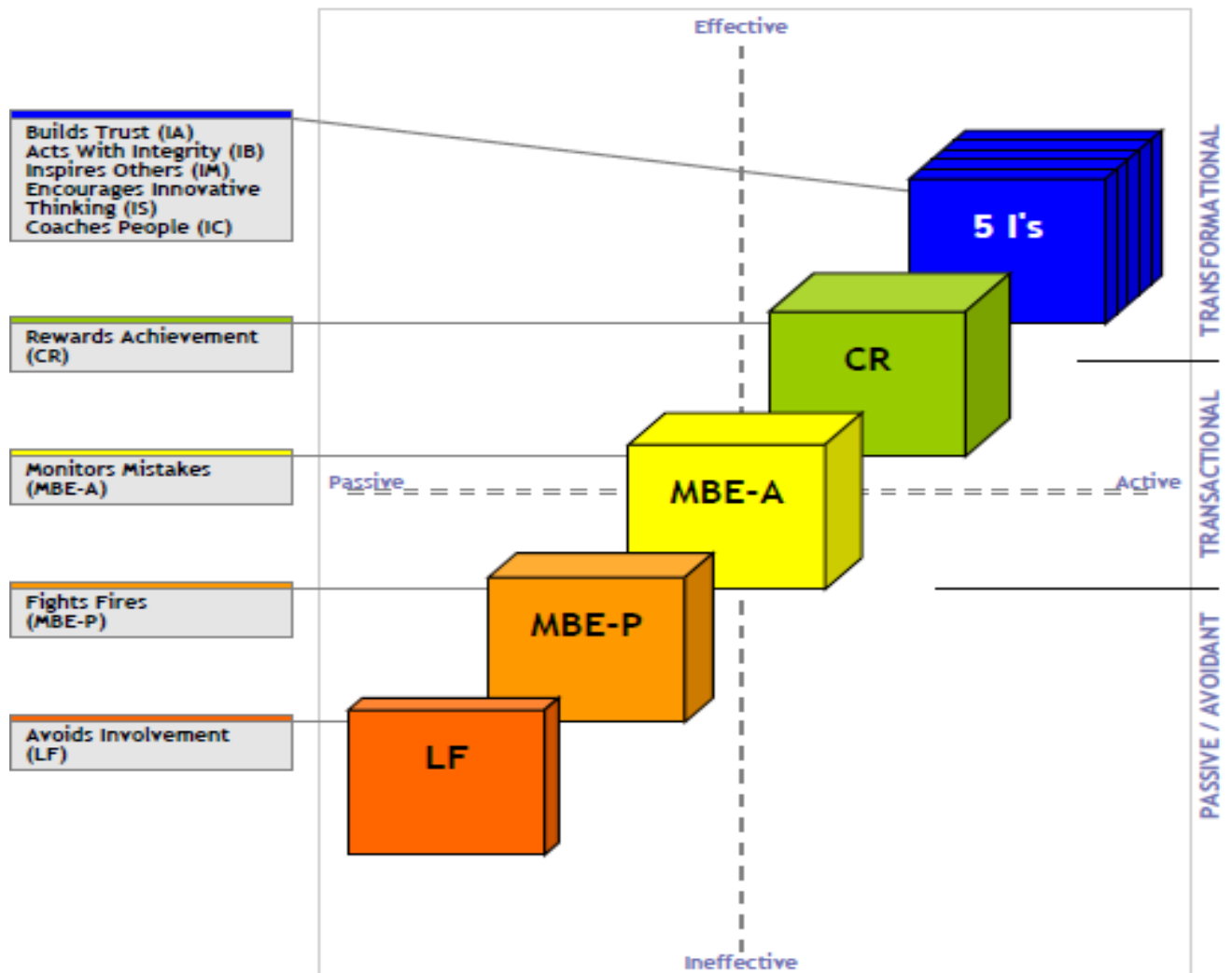


Figure 2: The FRLT model (Avolio and Bass, 2004, p. 4)

Figure 2, depicts the full range leadership model. At the centre of the model are five blocks. **LF**: indicates a laissez-faire, this approach avoids involvement. **MBE-P**: indicates management by exceptions - passive, this approach fights fires. Both these blocks are factors under the *passive /avoidant* leadership style, and they are deemed to be ineffective. **MBE-A**: indicates management by exceptions - active, this approach monitors mistakes. **CR**: indicates contingency rewards, this approach rewards achievement. Both these blocks are factors under *transactional* leadership style and are deemed to be active, however MBE-A can be passive sometimes depending on the situation. **5I**: indicates IA (idealised influence attributes), IB (idealised influence behaviours), IM (inspirational motivation), IS (intellectual stimulation), IC (individualised consideration). All these are factors under *transformational* leadership style and are deemed to be effective (Avolio and Bass, 2004).

All the above leadership styles and their factors are discussed in detail in the following sections of this chapter. Kirkbride (2006) highlights the importance of the full range leadership model

and the MLQ in identifying leadership styles of managers for the organisations to train and develop managers on the desired/effective leadership style. Although the full range leadership model and its MLQ are widely used, the model has been criticised for discriminant validity (Hunt, 1991; Yukl, 1998, 1999). However, Antonakis, Avolio and Sivasubramaniam (2003) examined the nine factors of full range leadership model and the MLQ; the authors found the model and the MLQ valid. To better understand each leadership style and its factors, the different styles need to be discussed in more detail independently.

2.4 TRANSFORMATIONAL LEADERSHIP STYLE

Transformational leadership “occurs when leaders broaden and elevate the interests of their employees when they generate awareness and acceptance of the purposes and mission of the group, and when they stir their employees to look beyond their own interest for the good of the group” (Bass, 1990, p. 21). In this definition, Bass presents a comprehensive view of transformational leadership with the key elements being motivation towards a more significant mission for both the leader and the followers and challenging the followers to think beyond individual needs. More importantly, Bass (1990) highlighted the need for the leader to induce the follower’s desire to achieve a goal through an inspired commitment that is beyond their own personal desires, for the benefit of the entire organisation. Avolio and Bass (2004) identified transformational leadership attributes as 5Is and explained them in more detail, as outlined below.

Idealised Attributes (IA): This entails the leader’s ability to build trust from the followers through leading by inspiration and taking pride in the people he/she leads. In return, the followers will model the leader and use the leader as a reference for the type of attributes the leader displays.

Idealised Behaviours (IB): These are the leaders that are viewed to be displaying behaviours of high integrity, and moral judgement. Ethics, morals, values and focus on the vision are the guiding principles of the kind of behaviour displayed by the leader.

Inspirational Motivation (IM): Entails the leader’s ability to simply articulate shared goals to his/her followers in a manner that inspires the followers to commit and whole-heartedly pursue the goal. The leader articulates a clear message on how the goal will be achieved and what it means to achieve this goal, thus getting the followers to rally behind the goal.

Intellectual Stimulation (IS): The leader encourages his/her followers to think innovatively, not to see old problems as obstacles, rather seek new ideas to respond to the problems on their own. This ability of the followers to solve their problems without the involvement of the leader

makes it possible for the followers to think creatively and stimulate each other's creativity for the benefit of the entire team.

Individual Consideration (IC): Entails the leader's ability to appreciate and understand individual concerns of his/her member and treat each member as an individual with unique needs. The leader works closely with each individual to help them develop and realise their true potential. Kirkbride (2006) claimed that the effectiveness of the transformational leadership style should not lead into the total abandonment of the transactional leadership style; however, he emphasised the importance of leaning more towards the transformational leadership style.

The above discussions demonstrate the link between all the 5Is discussed above and the leader's ability to take a goal or task and articulate it to the followers in a manner that does not present the end goal as a mere accomplishment of a task.

2.4.1 CRITIQUE TOWARDS TRANSFORMATIONAL LEADERSHIP STYLE

Yukl (1999) presented a critique towards transformational leadership style and discussed some of the weakness he identified as follow. (1) Ambiguity about underlying influence processes: key influential processes and their positive outcomes are not explained convincingly. (2) Overemphasis on dyadic processes: the focus of transformational leadership has been on the influence of the leader on individuals, there is no focus on influence on the group. (3) Ambiguity about transformational behaviours: there is a lack of clearly defined theoretical rationale behind the transformational leadership behaviours. There are issues of inter-correlation identified in the transformational leadership behaviours.

While the above critical observations are acknowledged, there is work in the literature that support the effectiveness and validity of the transformational leadership style and its behavioural factors respectively. Antonakis, Avolio, Sivasubrahmanian (2003) presented a comprehensive examination of each of the transformational leadership factors presented in the MLQ, addressing the issues of validity raised by Yukl (1999) and others (Hunt, 1991). The scope of this particular study does not permit Antonakis et al. (2003) to be discussed extensively. However, there is evidence in the literature supporting the validity of the transformational leadership factors (Avolio, 1999; Bass, 1998; DeGroot, Kiker, and Cross, 2000; Gasper, 1992 cited in Antonakis et al., 2003).

On the criticism of vague linkage between the transactional leadership behaviours and its influence on followers, Cleavenger and Munyon (2013) discussed the following five aspects in an attempt to explain the relationship between the attributes of a transformational leader; the connection with their followers and the meaning of their followers' tasks through framing.

(1) *Skills variety*: transformational leaders present the broader scope of the task to enable the employees to utilise more than one skill to complete a task. (2) *Task identity*: employees are led by transformational leaders to identify the tasks they perform in line with the broader goal that the business unit or organisation seeks to achieve. (3) *Task significance*: followers are led by transformational leaders towards the realisation of the significant impact their tasks have on other people's lives or well-being. (4) *Autonomy*: transformational leaders build enough trust and confidence in their followers to delegate some of their tasks to the followers, subsequently increasing their followers' levels of responsibility. (5) *Feedback*: transformational leaders create transparency in the results achieved by their employees and communicate the performance gaps and shortfalls in order to improve the performance of the team.

What can be drawn from the above paragraph is the significance of the transformational leader's ability to use the 5Is in framing the task of their followers in order to create a broader meaning, thus resulting in determination and commitment to complete a task, driven by a purpose greater than just a reward or punishment.

2.5 TRANSACTIONAL LEADERSHIP STYLE

"Transactional leadership is based on an exchange between leaders and followers, while participant motivations remain unchanged" (Burns, 1978, p. 19). The emphasis of this definition appears to be based on the transactional leadership's ability to achieve results through an exchange between what a leader is offering as a reward, and what the follower must deliver based on the particular reward. Accordingly, this definition does not associate motivation beyond the reward to any drive or desire to complete the task on the part of the follower.

Odumeru and Ifeanyi (2013) highlighted this lack of drive for motivation by the transactional leaders, stating that transactional leadership focused solely on getting the desired outcome now, with less or no focus on future outcomes. In the FRLT model presented in this particular study, Avolio and Bass (2004) presented transactional leadership as occurring at two levels, at *contingency rewards* and *management-by-exception active* levels. The former is linked to the rewards associated with completing the task and the punishment that will be served to the follower for failing to complete the task; while the latter is linked to responding to mistakes and errors by fixing them after they have occurred. Based on this explanation, there appears to be a high amount of reactive approach, rather than a proactive approach from the transactional leadership style. This can be linked to the claim by Odumeru and Ifeanyi (2013) that transactional leaders are concerned with solving what has already happened.

Bass (1985) presented specific shortcomings that are associated with the transactional leadership style as following, (1) the rewards may not timely address the needs it is designed

to address, therefore losing the stimulating effect the reward is meant to have on the followers. (2) The type of rewards may be deemed as less variable or inconsistent by the followers, thus failing to create any drive on the followers' part. (3) There is no guarantee on the amount of influence that the rewards may have on the follower, therefore if the reward is perceived to be of 'lesser value' according to the needs of the follower; there will be no influence achieved by the transactional leader. The above-discussed shortcomings appear to demonstrate that even though rewards seek to address a follower's need if it does not find the right connection at the right time with the follower, no influence will be achieved by the transactional leader. However, Bass, Jung, Avolio and Berson (2003) argued that some studies have found that in different situations the transactional leadership style correlated positively with performance, commitment and satisfaction (Bycio, Hackett and Allen, 1995; Hunt and Schuler, 1976; Podsakoff, Todor, Grover and Huber, 1984; Goodwin, Wofford and Whittington, 2001). While Kirkbride (2006) argued that the transactional leadership style is not suitable in leading through change, he highlighted that no leader should be expected to master one particular style compared to the other; rather based on situations various styles may be used.

2.6 AVOIDANT/PASSIVE LEADERSHIP STYLE

"Passive/avoidant leadership style is typically displayed by managers who do not react systematically to situations and problems which arise" (Avolio and Bass, 2004, p. 8). The underpinning theoretical model of this particular study (FRLT model) presents two sub-factors of avoidant/passive leadership style, Management by Exceptions-Passive and Laissez-Faire leadership styles. According to Avolio and Bass (2004), *Management by Exceptions: Passive* is typified by leaders who take responsive actions to problems in a firefighting manner, fail to make pro-active decisions to situations affecting the teams they lead (Avolio and Bass, 2004). Therefore, it can be argued that under this type of leadership style; there is a lack of direction and vision from the leader to the followers.

Laissez-Faire leadership style can be observed from a leader who 'shies away' from the action and takes no responsibility, leaving his/her subordinates to make decisions and solve the problems on their own, without any guidance from the leader (Avolio and Bass, 2004). Laissez-faire leaders provide no feedback to the decisions and actions taken by their own subordinates (Avolio and Bass, 2004). Under this type of leadership style, effective leadership is non-existent (Yukl, 2010). Laissez-faire leaders can be identified by indecisiveness and lack of initiative when carrying out their duties (Sadler, 2003).

Based on the arguments presented above, it appears that the laissez-faire leadership style can be counterproductive and possibly create negative morale amongst the subordinates in the workplace. The different sub-factors of transformational, transactional and

avoidant/passive leadership style have been discussed in this section; however, each of these styles indicates a relationship between a leader and a member. Therefore the following section discusses the relationship between the leader and the member in the context of this particular study.

2.7 LEADER MEMBER EXCHANGE

According to Wang, Law, Hackett, Wang and Chen (2005), Leader-member exchange (LMX), theory's early written work is attributed to Dansereau, Graen and Haga (1975), and it has since attracted the attention of scholars in leadership and organisational literature. LMX is founded by the relationship/exchange between the leaders and their subordinates; the exchange is either contractual, materialistic (rewards) or non-materialistic (emotions), depending on the different levels of both parties (Dansereau et al., 1975). According to Wang et al. (2005), these tangible and non-tangible exchanges occur as a result of the member meeting certain role expectations from their leaders. Based on the arguments presented by the scholars above, it can be said that LMX indicates a relationship between a leader and a subordinate driven by expectations from both parties towards achieving a particular task.

Dansereau et al. (1975) posit that the materialistic and non-materialistic exchanges are often found in organisations where the LMX relationships are high, while in the low LMX relationships the driver of the exchange is often the employment contract. The high LMX relationships are underpinned by respect, obligation and mutual respect; which are drawn from high levels of social exchange between the leader and the member (Dansereau et al., 1975). Therefore, this higher level of social exchange suggests that the relationship is founded on a bond that is far deeper than an employment contract. It appears that a leader who understands the LMX relationships with their subordinates are better positioned to induce more positive energies toward a task, beyond the formal contract requirements.

Therefore, the above discussions on LMX illustrate the importance of understanding the foundation of the relationship between the leaders and their subordinates, particularly when trying to explain the influence of leadership styles on their followers/employees. The theory of LMX becomes even more pivotal in this particular study, as it has been indicated in the above discussions that it has an impact on the response of the members (Ansarai et al., 2007); which is what this particular study seeks to explore.

2.8 THE FRLT APPLIED IN AN OPERATIONAL CONTEXT

Barbuto, Fritz, Matkin and Max (2007) conducted a study seeking to explain the relationship between leadership styles, education, gender and age. The authors used the MLQ rater version on a sample of 56 leaders and 234 respondents that are followers to the leaders from

rural and urban residential areas. Barbuto et al. (2007) cited past studies that mainly focused on explaining the relationship between leadership styles and gender without the inclusion of education (Carless, 1998; Druskat, 1994; Helgeson, 1990; Rosener, 1990; Thacker, 1995). When followers rated their leaders, there was a significant difference in responses based on gender and education, while gender had a weak effect on the responses from the followers (Barbuto, 2007). There was a positive relationship between both transactional and transformational leadership styles with the leader's age.

Similarly, Barbuto Jr (2005) operationalised the FRLT's MLQ rater version to explain the relationship between leader's motivation and the leader's demonstration of charismatic, transactional and transformational styles; a sample of 186 leaders and their 759 subordinates was used for this study. The study found that generally there was a positive relationship between the transformational leadership style and the leader's self-ratings. However, the leader's external motivation had a negative relationship with the leader's self-ratings on individualised consideration.

A South African study conducted by Liphadzi, Aigbavboa and Thwala (2015) explored a relationship between the success of a project and the different leadership styles with a focus in the construction sector. In the study, 150 South African construction project managers were respondents to the leadership questionnaire of the FRLT. The study found a weak positive relationship between the transactional leadership style and the success of a project in the construction sector in South Africa. However, there was a strong positive relationship between the transformational leadership and the success of the project.

2.9 ORGANISATIONAL COMMITMENT

Commitment is a complex concept that has proved to be challenging for the scholars of organisational behaviour and management, thus making it one of the widely researched concepts (Cohen, 2007). This section presents the evolution of the concept of commitment, with a focus on the key theories that played a critical role in the development of the concept. The focus of this particular study is organisational commitment; the study adopted the three-component model of commitment and applied it in the context of leadership style and commitment, as discussed in this section.

2.10 THE 'SIDE BET' THEORY

According to Cohen (2007), groundbreaking work on the conceptualisation of commitment was first presented by Howard Becker in 1960, Becker subsequently coined the term 'side bets'. According to Becker (1960) employees commit to an organisation because of obvious and hidden investments they have made, driving them to stay longer in an organisation.

Disengagement from the organisation is viewed by such employees as a threat to the perceived investments they have made over a period, thus propelling the employees to commit to the organisation (Becker, 1960).

These side bets are fundamentally linked to an exchange between the employee and the organisation, such as following the organisation's rules and holding the same job for a long time in exchange for retaining the investments made (Becker, 1960). Three fundamental pillars of side bets were identified by Becker (1960) as (1) the consistent activity of the employee bares consequences to other unrelated activities. (2) It is not the current activities that put the employee in the position of committing to the organisation; rather it is the previous actions/investment they have already made (side bets). (3) For side bets to exist, an employee must know the side bets they have made and consequences that are linked to those side bets. To highlight the effect of side bets on commitment, Becker (1960) used an example of an employee who has been on the job for only two months; if this employee gets a better offer, he/she may turn the offer down due to a bet that the employee made to maintain good reputation, trustworthy or reliability. Judging from this example, it appears that the employee is aware of the investment that they have made to build a good reputation of trustworthy before taking the job, the employee is aware of the consequences such as turning down a better job offer. As a result of the side bet made, the employee then commits to the organisation.

According to Cohen (2007), the side bet theory was later abandoned as the scholars advanced more theories of measuring the commitment of employees. However the link between commitment and employee turnover was established from the work of Becker and carried through to the most recent theories of commitment.

2.11 THE ATTITUDINAL AND BEHAVIOURAL THEORIES

Cohen (2007) stated that the conceptualisation of commitment took another shift from the era of side bets in the early 1970's the shift was led by Porter, Steers and Mowday (1974) with a focus on attitudes and behaviours of employees. Porter and his colleagues started viewing commitment as an attachment that is driven by the psychological state of the employee (Cohen, 2007). This theory argued that commitment is an individual's attitude that is not affected by certain behaviours (Cohen, 2007). In their further development of the theory, Mowday Steers and Porter (1979) presented factors of attitudinal and behavioural commitment as follows. (1) Employee believing strongly in the goals of the organisation that they belong to. (2) Employee willingly making a serious effort towards achieving the organisation's goals (3) Employee driven by a genuine desire to maintain the organisation's membership.

Porter et al. (1974) argued that there are patterns in the attitude displayed by the employee and these patterns propel the employee to leave or stay. Therefore these authors argued for

these patterns to be measured instead of side bets. To test their theory, Porter et al. (1974) conducted a study using psychiatric trainees. The result of this study conducted by Porter and his colleagues found a significant positive relationship between the attitudes the psychiatric trainees held and the turnover; the authors classified turnover as the resultant behaviour of the displayed attitudes. Porter et al. (1974) further explained that the employees that displayed attitudes that were deemed to be 'not favourable' eventually left the organisation. Based on the findings of the study, Porter et al. (1974) claimed that attitude and turnover behaviour indicated a stronger relationship over a longer period of time. According to Porter et al. (1972 cited in Cohen, 2007), the drop in levels of attitude for an employee precedes the behaviour of leaving the organisation.

Based on these arguments it appears that Porter and his colleagues were advancing an argument that the attitudes that lead to the behaviour needed to be measured in order to effectively measure commitment. Even though this was a shift from Becker's side bet theory, evidently the link between commitment and turnover is maintained. According to Cohen (2007), this theory advanced by Porter and colleagues to an organisational commitment measuring tool named Organisational Commitment Questionnaire (OCQ). Criticism of the scales in this questionnaire became evident in the academic literature (Iverson, 1999; Beck and Wilson, 2000; O'Reilly and Chatman, 1986 cited in Cohen, 2007) led to Meyer and Allen (1984) to develop a three-component model and Organisational Commitment (OC) questionnaire that has since dominated the commitment literature (Cohen, 2007). It is at the backdrop of the above-discussed development in the theory of organisational commitment and its measuring tools that this paper adopted the three-component model of organisational commitment designed by Meyer and Allen. In the following section, the three component model is discussed in detail.

2.12 THE THREE COMPONENT MODEL OF ORGANISATIONAL COMMITMENT

Meyer and Allen (1984) re-defined commitment and proposed a new conceptualisation. These two authors posit that one factor of commitment should be *affective commitment*: referring to the emotional attachment by the employee to the organisation; the employees *want* to stay in the organisation. Meyer and Allen (1984) presented the second form of commitments as *continuance commitment*: referring to the employee identifying the losses that are attached to leaving the organisation; the employees *need* to stay in the organisation to retain either incomes or positions. According to Cohen (2007), continuance commitment was viewed as an appropriate presentation of the side bet theory introduced by Becker in the earlier decades. Cohen (2007) further explained that the third form of commitment (normative commitment) only emerged in the later studies (Allen and Meyer, 1990; Meyer and Allen, 1991) and these

developments led to what is now referred to as the three component model of commitment. Meyer and Allen (1990) argued that there was an aspect of obligation that the employee felt towards the organisation, which led to *normative commitment*. This third component of commitment entails the feeling by the employee that he/she *ought* to stay in the organisation due to certain ‘favours’ that the employee has already received from the organisation, such as education funding assistance.

These three types of commitment culminated into a model that was originally presented by Meyer and Allen (1991) and later simplified in a version presented in a meta-analytical study (Meyer, Stanley, Herscovitch and Topolnytsky, 2002), and the model is depicted in fig 3 below. Therefore each of the three components presented in the model is discussed in detail, as well as the sub-factors linked to each component. The model refers to these factors as the antecedents of the components of commitment.

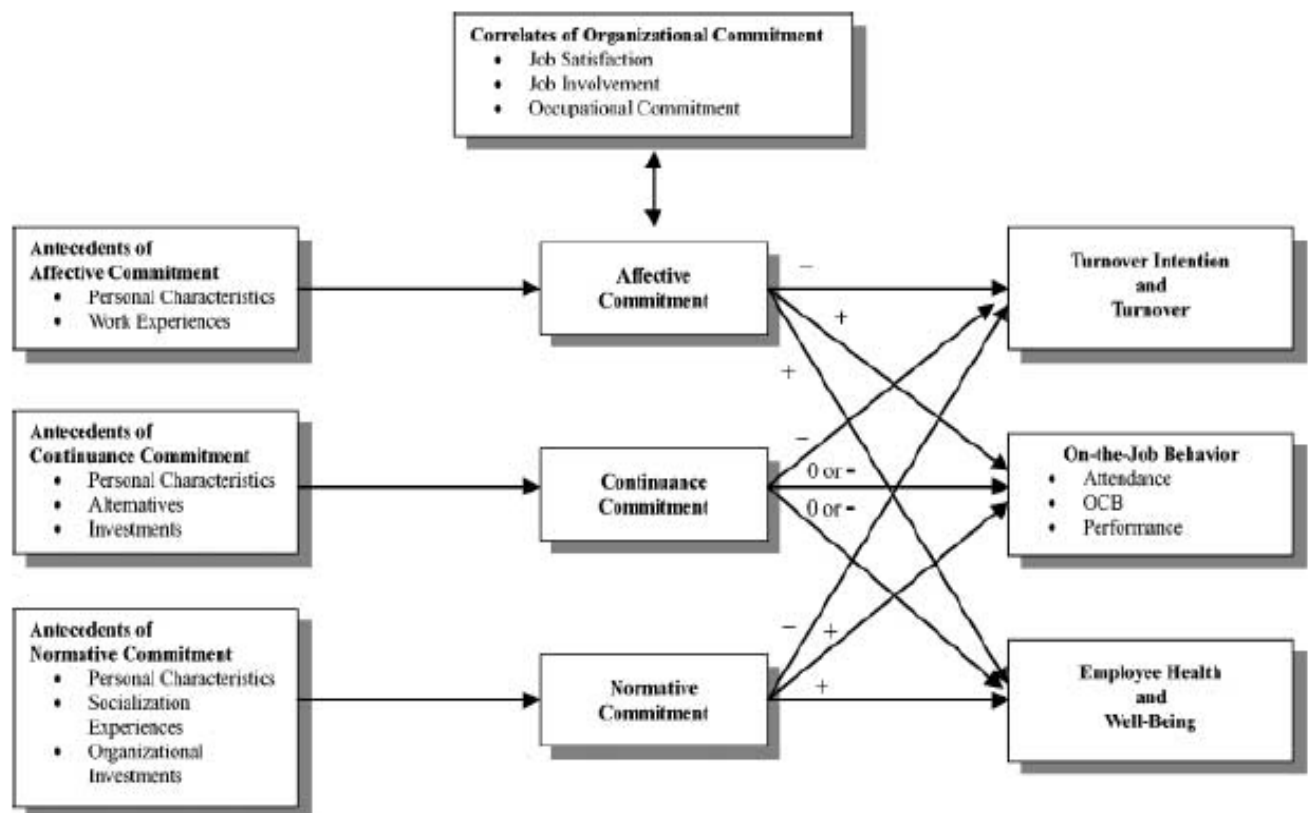


Figure 3: The three-component model of commitment (Meyer et al., 2002, p. 22)

The model depicted in Figure 3, from the left presents the antecedents of the three components of commitment. In the middle, the model presents the individual components linked to the antecedents and finally on the right-hand side, the resultant behaviours linked to each component of commitment are presented. Further to the definitions that have been provided for each component in the above sections, it is crucial to discuss the antecedents

associated with each component. The importance of the antecedents is to highlight the differences in the components, as well as the independence of each component from the other (Meyer and Allen, 1991).

2.12.1 AFFECTIVE COMMITMENT

Personal Characteristics: the view held under this antecedent is that education, tenure and gender offer very little in explaining affective commitment. According to Meyer and Allen (1991) the individual's work ethic, the locus of control, work interest correlate with affective commitment. These two authors further explained that employees who feel the organisational environment fulfils their personal inner beliefs commit to the organisation affectively.

Work Experience: when employees go through work experiences that leave them satisfied or aligned with the personal values the employees hold, the employees become committed to the organisation (Meyer and Allen, 1991). These two authors further explained that for the employees to feel satisfied, both their physical and psychological needs must be aligned to those of the organisation they belong to.

2.12.2 CONTINUANCE COMMITMENT

Personal characteristics: in the context of commitment personal characteristics play a role in the manner in which an individual views the effort and time that they have contributed to the organisation, and whether they should commit to the organisation in order for this time not to be wasted (Meyer and Allen, 1991).

Alternatives: this refers to the number of alternatives available should the employee want to leave the organisation, the more the alternatives decrease, the more the employee will commit and continue working for the same organisation (Meyer and Allen, 1991).

Investments: whenever an employee feels that by leaving they face a threat of losing the investments that they have made, they commit to the organisation; these investments could be effort and time spent in the organisation (Meyer and Allen, 1991).

2.12.3 NORMATIVE COMMITMENT

Personal characteristics: in this context personal characteristics will play role on the extent the employees relies on the social experiences and organisational investment to make a decision to commit to the organisation (Meyer and Allen, 1991).

Socialisation experiences: these experiences happen at two levels, (1) the cultural norms and family social influences that pressure the individual before joining the organisation (2) the social norms that pressure the employees after joining the organisation will make the employee feel obliged to commit to the organisation (Meyer and Allen, 1991).

Organisational investments: these refer to the 'rewards' the employee has received from the organisation, such as study funding assistance; as a result of these rewards have already received, the employee may feel obliged to commit to the organisation (Meyer and Allen, 1991).

Lee, Allen and Meyer (2001) conducted two studies in South Korea with an aim to test the generalizability of the three component model outside a Western culture environment that the model has always been used. The results from both South Korean studies are consistent with other studies conducted in America (McGee & Ford, 1987; Meyer et al., 1990; Allen and Meyer, 1996; Stanley et al., 1999 cited in Meyer and Allen, 1991). Therefore the three component model has been tested and found suitable to be used in non-Western environments, and its results are generalizable in other environments outside where the model was designed.

2.13 CRITIQUE OF THE THREE COMPONENT MODEL

Wook Ko, Price and Mueller (1997) presented a critique of the three-component model of commitment, focusing on the reliability and validity of the model, the study was conducted in South Korea. According to Wook Ko et al. (1997), the results of the study found that the two sub-factors of Continuance Commitment showed high levels of correlation, an indication that the two are not independent. The results of the study further indicated that some items of the Continuance Commitment loaded very poorly. Therefore this commitment did not satisfy the required levels of reliability (Wook Ko et al., 1997). Six items of the Affective and Normative commitment were found to be highly correlated, suggesting that they may not be totally independent of each other (Wook Ko et al., 1997).

However, Allen and Meyer (1996) conducted a study focusing on the reliability and validity of the model; the study found that the items of Affective, Normative and Continuance commitment loaded separately. Allen and Meyer (1996) further reported that a factor analysis of Affective and Continuance commitment indicated that the two were independent of each other. According to Meyer and Allen (1996), the model is justified to be used in research going forward. Similarly, a meta-analysis study conducted by Meyer, Stanley, Herscovitch and Topolnytsky (2002) reported that the model is justified to be used in research to test commitment and that the three components were related but can be distinguished from each other.

2.14 OPERATIONALISATION OF THE THREE COMPONENT MODEL

The sections above discussed the theory of commitment in detail; however, it is important to discuss the applications of the three component model to understand the commitment of

employees in an organisation. Nijhof, Margriet, Jong and Beukhof (2017) stated that a modern organisation needed to understand the level of its employee's commitment, as the human aspect is increasingly taking a central role in determining the success of the organisations

Asif, Ayyu and Bashir (2014) conducted a study to explain the relationship between the transformational leadership style and organisational commitment using the three component model and the FRLT model. The sample for the study was drawn for 500 employees working in the textile industry in Pakistan. The respondents answered the MLQ and Commitment questionnaire. The results indicated a positive relationship between the idealised influence and inspirational motivation of transformational leadership style with affective commitment (Asif et al., 2014). The study concluded that, when the leaders increased the inspirational and motivational levels when dealing with their subordinate members, the levels of commitment of subordinates increased.

To contextualises the application of the commitment questionnaire to this particular study, a research study conducted in South Africa by Mclaggan, Bezuidenhout and Botha (2013) explaining the relationship between the transactional, transformational leadership style and commitment is discussed. The sample of the study was drawn from the mining industry in the Mpumalanga region of South Africa. The study showed a weak relationship with some components of commitment. Transformational leadership style indicated a positive relationship with the three components of commitment (Mclaggan et al., 2013). The study further reported that affective commitment was found to be more positively correlated with the transformational leadership style. The study concluded that the management team in the mining industry in Mpumalanga needed to display more transformational leadership style in order to induce high levels of commitment from their employees.

Based on these studies, it can be argued that the adoption of these two models in this particular study is consistent with the existing literature on leadership and commitment.

2.15 SUMMARY

This chapter of literature review discussed two main theories of this research study, the Full Range Leadership Theory and the three-component theory of Organisational Commitment. The evolution of the leadership theory was discussed, as well as the evolution of the commitment theory. Subsequently, the discussions led to the presentation of the FRLT model and the discussion of its MLQ that will be adopted by this paper. Similarly, the three-component model of commitment led to the discussion of the commitment questionnaire that will be adopted by this particular study. The theory of the leader-member exchange was discussed briefly to illustrate the relationship between the supervisor and the subordinate in achieving the desired results, with the intention to draw the importance of understanding the styles of leadership to induce the required commitment from the members. The chapter concluded by briefly presenting some studies that have applied the MLQ and Organisational Commitment questionnaires in different countries and industries, including a study conducted in South Africa.

According to the literature reviewed in this chapter, leadership styles are linked to the level of commitment the employees demonstrate. Commitment has been linked to some behaviours of employees, such as absenteeism, turnover (attrition), and performance. Therefore based on the literature reviewed it is theoretically acceptable to investigate the relationship between leadership styles and employee commitment

CHAPTER III

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter discusses the methodology adopted when conducting this particular research study. The research paradigm, the research design, quantitative method of research, the research instrument, sample, data collection and data analysis are discussed in the context of this study. This section discusses the steps the research study followed to ensure validity and reliability.

3.2 RESEARCH PARADIGM

This research study seeks to explain the influence of leadership styles on employee commitment. In order to explain this relationship, the study adopted a quantitative research method approach. Quantitative research entails measuring and expressing the results of a specific phenomenon as a quantity (Kothari, 2004). According to Neuman (1994), most of the quantitative research studies are located in the positivism paradigm. Garner et al. (2012) explained that the positivism paradigm is based on the view that the scientific methods are best suitable for explaining or investigating a phenomenon. Therefore this research study is located in the positivism research paradigm, based on the above literature, positivism is a suitable research paradigm for this research study.

3.3 RESEARCH DESIGN

As indicated in the above paragraph, this study adopted a quantitative approach. Deduction, confirmation, hypotheses testing, explanation, prediction, data collection and statistical analysis are the main characteristics of the quantitative research method (Onwuegbuzie and Johnson, 2004). There is no perfect research method. As a result, the quantitative research method has its own strengths as well as weaknesses (Onwuegbuzie and Johnson, 2004). The strengths and weaknesses are outlined as follows: *Strengths of quantitative research method:* (1) the constructing of the hypotheses happens before data collection (2) the research findings can be generalised (3) quantitative methods for data collection are quick (4) Statistic software makes it quick to analyse the data collected (5) minimises the chances of bias from the researcher. *Weaknesses of the quantitative research method:* firstly, the focus on hypotheses may lead to missing out on the phenomenon occurring. Secondly, the knowledge produced maybe difficult to apply to specific locations due to it being too abstract and general.

This research study was conducted using a structured research questionnaire. Research questionnaire is regarded as suitable for this type of study (Kothari, 2004). According to Kothari (2004) questionnaires are suitable when testing a hypothesis between two variables.

This study was measuring leadership styles as independent variables and employee commitment as a dependent variable. Therefore, the structured questionnaire method is suitable for this study. Kothari (2004) highlighted that structured questionnaire eliminates the bias of the research and are cheaper to administer and analyse. However, the author cautioned that there is a risk of low response rate when using structured questionnaire.

3.3.1 Adopted questionnaires for the study

The study adopted a research instrument designed by Avolio and Bass. The instrument is named the Multifactor Leadership Questionnaire (MLQ 5X), it measures transformational, transactional and passive/avoidant leadership styles (Avolio and Bass, 2004). The MLQ instrument contains 45 items consisting of factors; *transformational leadership style*: idealised influence attributes (IA), idealised influence behaviours (IB), inspirational motivation (IM), intellectual stimulation (IS), individualised consideration (IC). *Transactional leadership style*: management by exceptions – active (MBE-A) and contingency rewards (CR). *Passive /avoidant leadership style*: laissez-faire (LF) and indicates management by exceptions – passive (MBE-P).

The second instrument used is a three component (affective, continuance and normative) commitment questionnaire, consisting of 15 items (Meyer and Allen, 1991). Both the MLQ 5X and commitment instruments use a Likert scale of 1-5. Both questionnaires were used in this study, as it has been used in previous studies (Liphadzi, Aigbavboa and Thwala, 2015; Clark, Hartline and Jones, 2009). In chapter 2 it was stated that the instruments had been tested in different countries with different cultures and it was concluded that the instruments could be used in different environments to those it was created. Therefore, these research instruments are suitable to be used in this particular study.

3.4 RESEARCH POPULATION

In the context of a research study, a population refers to the total number of people or items that the researcher seeks to gain information for research. This research study's population is the subordinate employees of the four retail stores being studied. The total number of the population the four retail stores is 300 employees reporting to various line managers. The four retail stores are located at Waterfall Mall in Rustenburg in the North West Province of South Africa. Seventy respondents were drawn from "Store One" subordinate employees, 50 respondents were drawn from "Store Two" subordinate employees, 80 respondents were drawn from "Store Three" subordinate employees, and 100 respondents were drawn from subordinate employees of "Store Four". The population which is the total number of the subordinates is made of employees of ages above 18 years in these four stores.

3.5 RESEARCH SAMPLE

The total population of 300 in the four retail stores was used in the study. According to Kothari (2004), the optimum numbers of a sample size are deemed to be optimum when it fulfils the flexibility, reliability, efficiency and representativeness requirements. The sample size chosen for this research study meets all the above-mentioned requirements. Therefore it is suitable for this study. A total of 294 responses from the sample was received and analysed during the data analysis stage.

3.6 DATA COLLECTION

The data used for statistical analysis in this research study was collected using a structured questionnaire. The aim of using the structured questionnaire was to run statistical a test for an explanation of the relationship between independent variables and dependent variables. The questionnaires were self-administered by the researcher to the subordinate employees of the chosen retail stores. The leadership questionnaire took on average 10-15 minutes, and the commitment questionnaire took 5-10 minutes. According to Saunders et al. (2003), the response rate of the respondents is enhanced by a self-administered questionnaire. Therefore a high response rate was achieved (98%) for this research study

3.7 DATA ANALYSIS

The statistical analysis techniques applied will be descriptive statistics, computing of the means, and standard deviations, exploratory factor analysis, correlation analysis and multiple linear regression analysis. Descriptive statistics are used to indicate the relevant frequencies in the data from the participants' responses (Longest, 2015). According to De Coster (1998), exploratory factor analysis is used to assess the extent that the underlying constructs are influencing the responses on the variables being measured. The size of the sample used in the study is in line with the guidelines recommended for factor analysis that there should be a minimum of 5 to 10 respondents for each variable (Malhotra, 1996).

Correlations statistic test is used to explain the relationship between the stated independent variables and the dependent variables (Longest, 2015). Correlations coefficient is interpreted according to the negative or positive relationships with values between negative 1 and positive 1 (Longest, 2015). A negative relationship is indicated by values including zero or including negative sign, positive relationships are indicated by a positive value without zero (Longest, 215). Pearson Correlation is the statistic test that is widely accepted and used for measuring the relationship between two variables (Kothari, 2004).

When a study involves dependent and independent variables, multiple linear regression is used to predict the variability of the two variables (Kothari, 2004). Multiple linear regression is

used in this study to test the strength of the relationship between the independent and dependent variables.

3.8 VALIDITY AND RELIABILITY

3.8.1 Internal validity

Internal validity is the degree to which the researcher is measuring what they supposed to be measured in the research study being conducted (Garner et al., 2012). Researchers are expected to work with a high degree of internal validity in order to ensure that what is intended to be measured by the research questionnaires is indeed measured. According to Garner et al. (2012) research involving human subjects poses a threat of human influence and error, researchers should always make an effort to minimise these threats to the validity of their research studies.

Garner et al. (2012) explained the types of validity as (1) content validity: this entails comparing the content of the items in the research instrument with the content of the construct being measured, this can be achieved by conducting a literature review or using experts in the field of the phenomenon being researched. (2) Construct validity: this is the degree to which scores are based on the constructs of theory. According to Kothari (2004), one way of ensuring construct validity is to use more than one questionnaire item to test the same concept being investigated. Table 1 and Table 2 below indicate how the questionnaire items have been grouped to ensure construct validity.

Table 1: Leadership questionnaire factors and items

Factors	Question numbers
Contingent Reward	1, 11, 16, 35
Intellectual Stimulation	2, 8, 30, 32
Management-by-Exception	3, 12,17,20
Management-by-Exception	4, 22, 24, 27
Laissez-faire	5, 7, 28, 33
Inspirational Motivation	9, 13, 26, 36
Idealised Influence (Attributed)	10, 18, 21, 25
Idealised Influence (Behaviour)	6, 14, 23, 34

Individualised Consideration	15, 19, 29, 31
Effectiveness	37, 40, 43, 45
Satisfaction	38, 41
Extra Effort	39, 42, 44

Table 2: Commitment questionnaire factors and items

Factors	Question numbers
Affective Commitment	1, 2, 3, 4, 5, 6, 7, 8
Continuance Commitment	9, 10, 11, 12, 13, 14, 15, 16
Normative Commitment	17, 18, 19, 20, 21, 22, 23, 24

3.8.2 External validity

This entails the generalizability of the results from the research study to a broader group conducted to a smaller group or sample; this relies on the degree of external validity (Neuman, 1994). Over and above the required sample size being met, the extent that the phenomenon being measured has been researched ensures a high degree of generalizability (Neuman, 1994). Leadership and commitment have been extensively researched and published (Rowold, 2005; Meyer et al., 2002). Therefore this study meets the requirements for external validity.

3.8.3 Reliability

The main concern of reliability in the context of a research study is consistency, “it suggests that the same thing is repeated or recurs under the identical or very similar conditions” (Neuman, 2004, p. 2012). According to Saunders et al. (2009), the research questionnaire has to be robust enough to produce the same results consistently at different times, with circumstance being different. Saunders et al. (2009) further argued that the use of positive and negative questions is effective in ensuring reliability. Both the leadership and commitment questionnaire adopted for this study uses negative and positive questions, as indicated in the grouping of questionnaire items in Table 1 and Table 2. The respective full research questionnaires are attached in the appendix section of this study. To further ensure reliability

for this research study, the same questionnaire was distributed to all the respondents without any changes from one respondent to the other. According to Garner et al. (2012), any of the following types of reliability can be adopted to ensure reliability: *inter-rater reliability*, *test-retest reliability*, *parallel-forms reliability* and *internal consistency reliability*. For this particular study, internal consistency was adopted for both leadership and commitment questionnaire; results are presented below.

Internal consistency: focuses on the extent that the items within the research instrument individually and consistently measure the same construct (Garner et al., 2012). According to Cortina (1993), Cronbach's Alpha is the accepted measure for internal consistency research and that a score of .70 is widely accepted as an indication of good internal consistency of the research instrument items.

3.8.4 Transformational leadership style reliability test

Table 3: Transformational leadership Cronbach's alpha statistics

Reliability Statistics		
<i>Cronbach's Alpha</i>	<i>Cronbach's Alpha Based on Standardized Items</i>	<i>N of Items</i>
.936	.937	20

3.8.5 Transactional leadership style reliability test

Table 4: Transactional leadership Cronbach's alpha statistics

Reliability Statistics		
<i>Cronbach's Alpha</i>	<i>Cronbach's Alpha Based on Standardized Items</i>	<i>N of Items</i>
.768	.768	8

3.8.6 Passive/Avoidant leadership style reliability test

Table 5: Passive/Avoidant leadership Cronbach's alpha statistics

Reliability Statistics		
<i>Cronbach's Alpha</i>	<i>Cronbach's Alpha Based on Standardized Items</i>	<i>N of Items</i>
.904	.905	8

Cronbach's Alphas for Transformational, Transactional and Passive/Avoidant leadership styles were, .936, .768, .904 respectively. These scores indicated that there was an acceptable internal consistency in the scales.

3.8.7 Affective commitment reliability test

Table 6: Affective commitment Cronbach's alpha statistics

Reliability Statistics		
<i>Cronbach's Alpha</i>	<i>Cronbach's Alpha Based on Standardized Items</i>	<i>N of Items</i>
.723	.724	3

3.8.8 Continuance commitment reliability test

Table 7: Continuance commitment Cronbach's alpha statistics

Reliability Statistics		
<i>Cronbach's Alpha</i>	<i>Cronbach's Alpha Based on Standardized Items</i>	<i>N of Items</i>
.701	.708	8

3.8.9 Normative commitment reliability test

Table 8: Normative commitment Cronbach's alpha statistics

Reliability Statistics		
<i>Cronbach's</i>	<i>Cronbach's Alpha Based on</i>	<i>N of</i>
.623	.629	4

Cronbach's Alphas for Affective, Continuance and Normative commitment were .723, .701, .623 respectively. These scores indicated that there was an acceptable internal consistency in the scales.

3.9 SUMMARY

The importance of this chapter is the outline of the framework this research study followed with the context of academic research. This chapter located the research study within a particular research paradigm, the design of the research was discussed, and the population of the study was presented with the sample used and the reasons behind the selected sample. The methods of data collection and data analysis were discussed. Finally the steps the research has taken to ensure validity and reliability were discussed.

Therefore, based on the research literature and methods drawn from similar studies, the adopted methodology for this study is suitable and consistent with the similar studies in the body of literature, as indicated in the above paragraphs.

CHAPTER IV THE RESEARCH STUDY RESULTS AND DISCUSSION

4.1 INTRODUCTION

The preceding chapter presented a detailed discussion of the steps that were followed in obtaining the results discussed in this particular chapter. Chapter 1 of this research study presented the hypotheses that were drawn from the literature review extensively discussed in Chapter 2 of this research study. The aforementioned hypotheses were tested, and the results thereof are discussed in this chapter. All the collected was captured and analysed using the SPSS software programme to generate the results.

4.2 DEMOGRAPHICS OF THE SAMPLE

The research study targeted a sample of 300 subordinate employees, a total of 294 responses suitable for data analysis were received during data collection.

4.2.1 Frequency output on gender

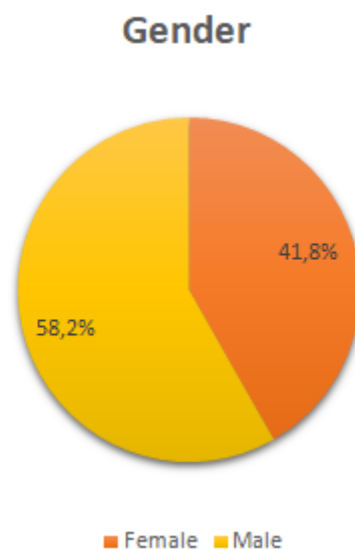


Figure 4: Gender status distribution of the male and female respondents from the research study sample

The research study was interested in the distribution of gender from the respondents. Figure 4, indicates that 58, 2% of the respondents were male and 41, 8% were female.

Table 9: Proportions of male and female respondents from the research study sample

		Frequency	Percent
Valid	Male	171	58.2
	Female	123	41.8
	Total	294	100.0

Table 9, indicates that female representation proportion of the sample was smaller (n=123) than Males (n=171).

4.2.2 Frequency output on employment status

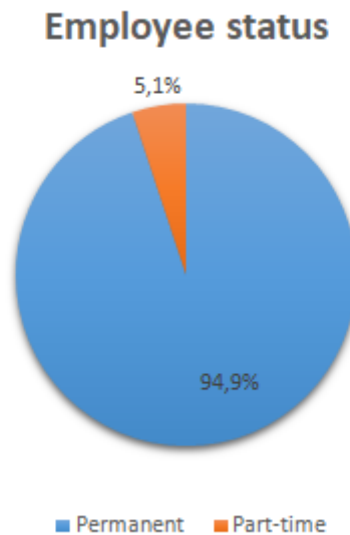


Figure 5: Employment status of the respondents from the research study sample

The research study was interested in the employments status of each respondent. Figure 5, depicts that 94, 9% of the respondents were permanently employed and 5, 1% were employed part-time.

Table 10: Employee status distribution for the respondents

		Frequency	Percent
Valid	Permanent	279	94.9
	Part-time	15	5.1
	Total	294	100.0

Table 10 above indicates the frequency in status of employment by respondents. 279 respondents were permanently employed and 15 respondents were employed part-time.

4.2.3

Table 11: Responses distribution on years of employment

		Frequency	Percent
Valid	0-5 Years	180	61.2
	6-10 Years	101	34.4
	11-15 Years	9	3.1
	16-20 Years	2	.7
	21-30 Years	2	.7
	Total	294	100.0

The study was interested in the number of years in service that each respondent held in the organisation. Table 11 above depicts that from the sample, 180 (61,2 %) respondents were in the 0-5 years category, 101 (34,4%) respondents were in the 6-10 years category, 9 (3,1%) respondents were in the 11-15 years category, 2 (.7%) respondents were in the 16-20 years category, and 2 (.7%) respondents were in the 21-30 years category.

4.3 PREFERENCES OF THE RESPONDENTS

Table 12: Respondents preferences from Transformation leadership Likert Scales

		Strongly Disagree/ Disagree	Undecided	Agree/ Strongly Agree	Mean	Std. Deviation	Rank
TF1	Count	70	18	206	3.51	1.384	14
	Row N %	23.8%	6.1%	70%			
TF2	Count	83	9	202	3.66	1.438	10
	Row N %	28.2%	3.1%	68.7%			
TF3	Count	80	16	198	3.61	1.459	12
	Row N %	27.2%	5.4%	67.4%			
TF4	Count	68	19	207	3.74	1.399	6
	Row N %	23.1%	6.5%	70.4%			
TF5	Count	121	17	156	3.18	1.522	19
	Row N %	41.1%	5.8%	53.1%			
TF6	Count	57	15	222	3.82	1.308	3
	Row N %	19.4%	5.1%	75.5%			
TF7	Count	59	17	218	3.82	1.346	2
	Row N %	20.1%	5.8%	74.2%			
TF8	Count	113	15	166	3.22	1.597	18
	Row N %	38.3%	5.1%	56.5%			
TF9	Count	96	10	188	3.40	1.504	16
	Row N %	32.6%	3.4%	64%			
TF10	Count	120	17	157	3.13	1.560	20
	Row N %	40.8%	5.8%	53.4%			
TF11	Count	74	14	206	3.69	1.453	9
	Row N %	25.2%	4.8%	70.1%			
TF12	Count	74	22	198	3.61	1.419	13
	Row N %	25.2%	7.5%	67.3%			
TF13	Count	62	16	216	3.79	1.364	4
	Row N %	21%	5.4%	73.5%			
TF14	Count	68	17	209	3.71	1.403	7
	Row N %	23.1%	5.8%	71.1%			
TF15	Count	101	11	182	3.37	1.501	17
	Row N %	34.3%	3.7%	61.9%			

TF16	Count	69	15	210	3.69	1.405	8
	Row N %	12.5%	5.1%	71.4%			
TF17	Count	93	13	188	3.47	1.549	15
	Row N %	31.6%	4.4%	64%			
TF18	Count	80	12	202	3.62	1.447	11
	Row N %	27.2%	4.1%	68.7%			
TF19	Count	65	10	219	3.76	1.377	5
	Row N %	22.1%	3.4%	74.5%			
TF20	Count	51	7	236	3.98	1.282	1
	Row N %	17.3%	2.4%	80.3%			

Table 12 indicates the mean and standard deviation values for Transformational leadership factor's items. The ranked mean scores indicate the importance of each item to the factor. All the standard deviation values are above 1, indicating fairly wide distribution of values.

Table 13: Respondents preferences from Transactional leadership Likert Scales

		Strongly Disagree/ Disagree	Undecided	Agree/ Strongly Agree	Mean	Std. Deviation	Rank
TA1	Count	96	21	177	3.34	1.499	7
	Row N %	32.6%	7.1%	60.2%			
TA2	Count	75	24	195	3.58	1.377	3
	Row N %	25.5%	8.2%	66.4%			
TA3	Count	84	10	200	3.46	1.430	6
	Row N %	28.5%	3.4%	68%			
TA4	Count	74	20	200	3.63	1.424	2
	Row N %	25.1%	6.8%	68%			
TA5	Count	89	12	193	3.48	1.518	5
	Row N %	30.2%	4.1%	65.7%			
TA6	Count	91	10	193	3.51	1.482	4
	Row N %	31%	3.4%	65.7%			
TA7	Count	121	15	158	3.14	1.535	8
	Row N %	41,2%	5.1%	53.8%			
TA8	Count	68	27	201	3.67	1.415	1
	Row N %	22.5%	9.2%	68.4%			

Table 13 indicates the mean and standard deviation values for Transactional leadership factor's items. The ranked mean scores indicate the importance of each item to the factor. All the standard deviation values are above 1, indicating fairly wide distribution of values.

Table 14: Respondents preferences from Passive/Avoidant leadership Likert Scales

		Strongly Disagree/ Disagree	Undecided	Agree/ Strongly Agree	Mean	Std. Deviation	Rank
P1	Count	189	17	88	2.45	1.526	2
	Row N %	64.3%	5.8%	29.9%			
P2	Count	216	12	66	2.18	1.430	8
	Row N %	73.5%	4.1%	22.4%			
P3	Count	204	18	72	2.21	1.406	7
	Row N %	69.4%	6.1%	24.4%			
P4	Count	209	10	75	2.21	1.449	6
	Row N %	71.1%	3.4%	25.5%			
P5	Count	192	17	85	2.35	1.472	3
	Row N %	65.3%	5.8%	28.9%			
P6	Count	195	26	73	2.27	1.374	4
	Row N %	66.4%	8.8%	24.8%			
P7	Count	206	21	67	2.23	1.438	5
	Row N %	70%	7.1%	22.7%			
P8	Count	186	13	95	2.49	1.593	1
	Row N %	63.2%	4.4%	32.3%			

Table 14 indicates the mean and standard deviation values for Passive/Avoidant leadership factor's items. The ranked mean scores indicate the importance of each item to the factor. All the standard deviation values are above 1, indicating fairly wide distribution of values

Table 15: Respondents preferences from Affective commitment Likert Scales

		Strongly Disagree/ Disagree	Undecided	Agree/ Strongly Agree	Mean	Std. Deviation	Rank
AC1	Count	92	16	186	3.55	1.577	1
	Row N %	31.2%	5.4%	63.3%			
AC2	Count	190	3	101	2.43	1.552	5
	Row N %	64.6%	1.0%	34.3%			
AC3	Count	81	19	194	3.48	1.498	3
	Row N %	27.5%	6.5%	66%			
AC4	Count	134	26	134	2.94	1.528	4
	Row N %	45.6%	8.8%	45.6%			
AC5	Count	231	7	56	2.01	1.355	8
	Row N %	78.6%	2.4%	19.1%			
AC6	Count	199	11	84	2.31	1.424	6
	Row N %	67.7%	3.7%	28.5%			
AC7	Count	86	13	195	3.55	1.488	2
	Row N %	29.2%	4.4%	66.3%			
AC8	Count	201	20	73	2.24	1.445	7
	Row N %	68.4%	6.8%	24.8%			

Table 15 indicates the mean and standard deviation values for Affective commitment factor's items. The ranked mean scores indicate the importance of each item to the factor. All the standard deviation values are above 1, indicating fairly wide distribution of values

Table 16: Respondents preferences from Continuance commitment Likert Scales

		Strongly Disagree/ Disagree	Undecided	Agree/ Strongly Agree	Mean	Std. Deviation	Rank
CC1	Count	195	14	85	2.38	1.586	6
	Row N %	66.4%	4.8%	28.9%			
CC2	Count	97	18	179	3.41	1.580	4
	Row N %	23%	6.1%	60.9%			
CC3	Count	90	15	189	3.54	1.520	3
	Row N %	30.6%	5.1%	64.3%			
CC4	Count	124	6	164	3.15	1.584	8
	Row N %	42.2%	2.0%	55.8%			
CC5	Count	60	19	215	3.75	1.379	1
	Row N %	20.4%	6.5%	43.1%			
CC6	Count	98	17	179	3.31	1.495	7
	Row N %	33.3%	5.8%	60.9%			
CC7	Count	95	22	177	3.39	1.476	5
	Row N %	32.3%	7.5%	60.2%			
CC8	Count	93	17	184	3.52	1.512	2
	Row N %	31.6%	5.8%	62.6%			

Table 16 indicates the mean and standard deviation values for Continuance commitment factor's items. The ranked mean scores indicate the importance of each item to the factor. All the standard deviation values are above 1, indicating fairly wide distribution of values

Table 17: Respondents preferences from Normative commitment Likert Scales

		Strongly Disagree/ Disagree	Undecided	Agree/ Strongly Agree	Mean	Std. Deviation	Rank
NC1	Count	41	6	237	3.95	1.192	2
	Row N %	17.4%	2.0%	80.6%			
NC2	Count	241	7	46	1.89	1.281	8
	Row N %	81.9%	2.4%	15.7%			
NC3	Count	124	14	156	3.12	1.541	5
	Row N %	42.2%	4.8%	53%			
NC4	Count	46	9	239	4.07	1.216	1
	Row N %	15.6%	3.1%	81.3%			
NC5	Count	145	16	133	2.89	1.569	6
	Row N %	49.3%	5.4%	45.2%			
NC6	Count	67	9	218	3.78	1.420	3
	Row N %	22.8%	3.1%	74.2%			
NC7	Count	84	12	198	3.61	1.494	4
	Row N %	28.5%	4.1%	67.4%			
NC8	Count	166	19	109	2.67	1.549	7
	Row N %	56.5%	6.5%	37.1%			

Table 17 indicates the mean and standard deviation values for Normative commitment factor's items. The ranked mean scores indicate the importance of each item to the factor. All the standard deviation values are above 1, indicating fairly wide distribution of values

4.4 CORRELATIONS RESULTS

Table 18: Correlations results for leadership style variables and commitment variables

		Correlations					
		Transformational Leadership	Transactional_ Leadership	Passive Leadership	Affective_ Commitment	Continuance_ Commitment	Normative Commitment
Transformational_Leadership	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	294					
Transactional_Leadership	Pearson Correlation	.539**	1				
	Sig. (2-tailed)	.000					
	N	294	294				
Passive_Leadership	Pearson Correlation	-.297**	-.176**	1			
	Sig. (2-tailed)	.000	.002				
	N	294	294	294			
Affective_Commitment	Pearson Correlation	.046	.035	.042	1		
	Sig. (2-tailed)	.432	.554	.475			
	N	294	294	294	294		
Continuance_Commitment	Pearson Correlation	.079	-.051	.154**	.258**	1	
	Sig. (2-tailed)	.175	.387	.008	.000		
	N	294	294	294	294	294	
Normative_Commitment	Pearson Correlation	.222**	.220**	.041	.242**	.200**	1
	Sig. (2-tailed)	.000	.000	.485	.000	.001	
	N	294	294	294	294	294	294

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

Table 18 presents the correlations results for all the hypotheses that were tested by this research study, the correlations results for each hypothesis are discussed below.

Ha1: The first hypothesis was not supported. There is a weak, but insignificant positive relationship between Transactional leadership and Affective commitment ($r = .035$; $p = .554$). We fail to reject the null hypothesis that there is no significant relationship between Transactional leadership and Affective commitment.

Ha2: The second hypothesis was not supported. There is a weak, but insignificant negative relationship between Transactional leadership and Continuance commitment ($r = -.051$; $p = .387$). We fail to reject the null hypothesis that there is no significant relationship between Transactional leadership and Continuance commitment.

Ha3: The third hypothesis was supported. There is a weak, but significant positive relationship between Transactional leadership and Normative commitment ($r = .220$; $p = .000$). At a 99% confidence level, we reject the null hypothesis that there is no significant relationship between Transactional leadership and Normative commitment.

Ha4: The fourth hypothesis was not supported. There is a weak, but insignificant positive relationship between Transformational leadership and Affective commitment ($r = .046$; $p = .432$). We fail to reject the null hypothesis that there is no significant relationship between Transformational leadership and Affective commitment.

Ha5: The fifth hypothesis was not supported. There is a weak, but insignificant positive relationship between Transformational leadership and Continuance commitment ($r = .079$; $p = .175$). We fail to reject the null hypothesis that there is no significant relationship between Transformational leadership and Continuance commitment.

Ha6: The sixth hypothesis was supported. There is a weak, but significant positive relationship between Transactional leadership and Normative commitment ($r = .222$; $p = .000$). At a 99% level of significance, we reject the null hypothesis that there is no significant relationship between Transactional leadership and Normative commitment.

Ha7: The seventh hypothesis was not supported. There is a weak, but insignificant positive relationship between Passive/Avoidant leadership and affective commitment ($r = .042$; $p = .475$). We fail to reject the null hypothesis that there is no significant relationship between Passive/Avoidant leadership and Affective commitment.

Ha8: The eighth hypothesis was supported. There is a weak, but significant positive relationship between Passive/Avoidant leadership and Continuance commitment ($r = .154$; $p = .008$). At a 99% level of significance we reject the null hypothesis that there is no significant relationship between Passive/Avoidant leadership and Continuance commitment.

Ha9: The ninth hypothesis was not supported. There is a weak, but insignificant positive relationship between Passive/Avoidant leadership and Normative commitment ($r = .041$; $p = .485$). We fail to reject the null hypothesis that there is no significant relationship between Passive/Avoidant leadership and Normative commitment.

4.5 MULTIPLE REGRESSION RESULTS

4.5.1 Affective commitment and leadership styles

The purpose of multiple regressions is to explain the relationship between the dependant variable and more than one independent variable in statistical analysis (Pallant, 2010). The following statistical outputs represent the results explaining the relationship between Transformational, Transactional, Passive/Avoidant leadership style and Affective, Continuance and Normative commitment. A multiple regression model must meet or satisfy a set of specific assumptions before the relationships of the variables can be explained (Pallant, 2010). Each of the models' assumptions is discussed below.

Table 19: Regression statistics for the significance of the Affective commitment model

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.765	3	.255	.549	.649 ^b
	Residual	134.789	290	.465		
	Total	135.554	293			
a. Dependent Variable: Affective_Commitment						
b. Predictors: (Constant), Passive_Leadership, Transactional_Leadership, Transformational_Leadership						

Before the assumptions of a model are discussed, the model must be significant, in a case where the model is not significant, the model's assumptions will not be discussed, as well as the relationship of the variables (Pallant, 2010). Table 19 indicates ($p = .649$). At a 95% level of significance, the p-value is above the 5% level. Therefore the model is not significant and its results will not be discussed further.

4.5.2 Continuance commitment and leadership styles

Table 20: Regression statistics for the significance of the Continuance commitment model

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.805	3	3.602	5.038	.002 ^b
	Residual	206.614	289	.715		
	Total	217.420	292			
a. Dependent Variable: Continuance_Commitment						
b. Predictors: (Constant), Passive_Leadership, Transactional_Leadership, Transformational_Leadership						

The model depicted in Table 20 indicates ($p = .002$). The p-value is below the 5% level, therefore at a 95% level of significance, the model is significant and the assumptions of the model, as well as the relationship of the variables can be discussed. Therefore in the context of this study, the model allows for the relationship of the dependent variable Continuance Commitment and independent variable Leadership to be discussed.

The assumption of multicollinearity:

Table 21: Results on the assumption of multicollinearity for the Continuance commitment model

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.723	.274		9.935	.000	2.184	3.263		
	Transformational Leadership	.176	.063	.197	2.770	.006	.051	.301	.649	1.540
	Transactional Leadership	-.112	.067	-.116	-1.674	.095	-.244	.020	.688	1.454
	Passive Leadership	.147	.046	.193	3.215	.001	.057	.237	.912	1.096
a. Dependent Variable: Continuance Commitment										

Table 21 indicates the following correlations values for Transformational leadership (.176), Transactional leadership (-.112) and Passive/Avoidant leadership (.147). According to Pallant (2010), the bi-variate value of .7 indicates a problem of multicollinearity between the independent variables. Therefore, all the values are below .7; the model does not suffer from

multicollinearity. Without the problem of multicollinearity, the correlations between all the leadership styles, it supports that each leadership style variable is independent of one another.

Assumption of Tolerance and VIF:

Table 21 indicates the tolerance values for Transformational leadership (.649), Transactional leadership (.688) and Passive/Avoidant leadership (.912). The tolerance values must not be below .10 and the VIF values must be below 10 (Pallant, 2010). All the tolerance values are not below .10 and are supported by the VIF values that are below 10. Therefore the assumption of tolerance is met by the model. This further supports that there is no problem of multicollinearity between the three leadership styles being tested in this study.

Assumption of normality:

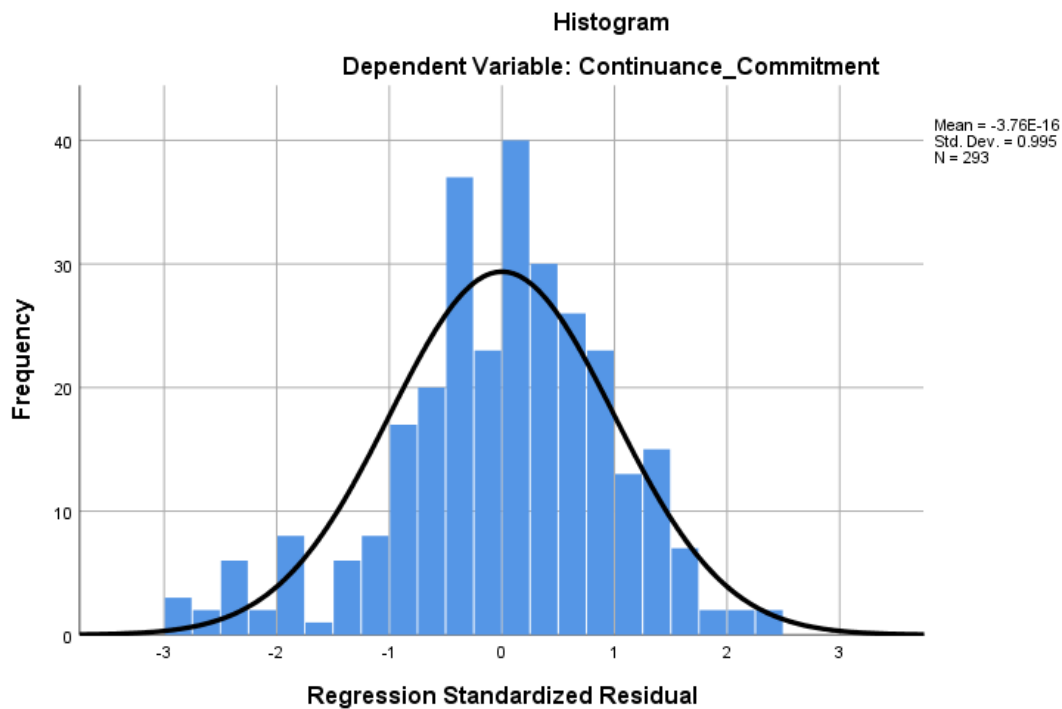


Figure 6: Continuanance commitment histogram

Figure 6, depicts a bell-shaped histogram output. A bell-shaped histogram output indicates a normal distribution (Pallant, 2010). Therefore, the assumption of normality is met for the model.

Assumption of linearity:

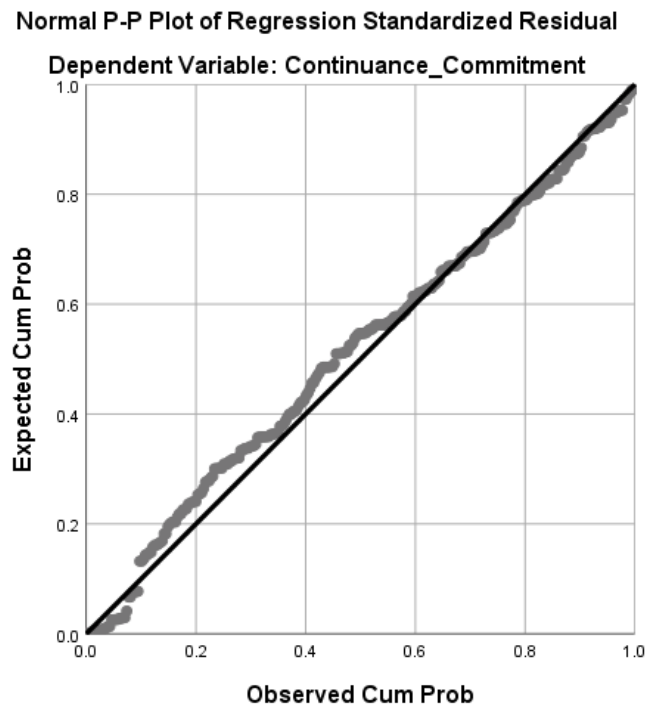


Figure 7: Continuanace commitment P-P Plot

In order for the model to meet the assumption of linearity, the points must lie in closely to a diagonal line (Pallant, 2010). Figure 7, lie closely to a diagonal line; therefore the assumption of linearity is met. This output indicates that there are no major deviations from normality that, consistent with the other tests for normality presented in above.

Assumption of Homoscedasticity:

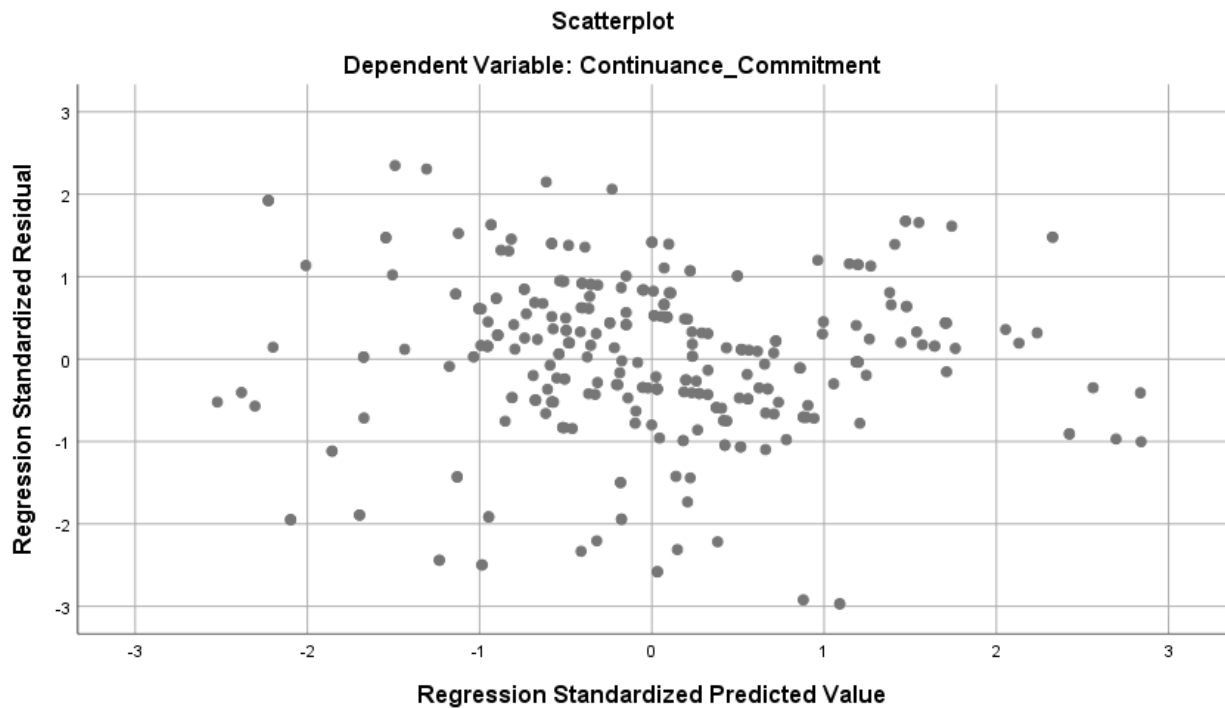


Figure 8: Continuance commitment scatter plot

According to Pallant (2010), an assumption of homoscedasticity will be met if the residuals of the scatter plot to form a roughly rectangular shape. Figure 8, indicates a roughly rectangular distribution of the residuals with no clear, systematic patterns. Therefore, the assumption of homoscedasticity is met.

Assumption of outliers:

Table 22: Results on assumption of outliers

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8159	3.8476	3.3012	.19236	293
Std. Predicted Value	-2.523	2.841	.000	1.000	293
Standard Error of Predicted Value	.050	.203	.094	.031	293
Adjusted Predicted Value	2.8262	3.8829	3.3013	.19332	293
Residual	-2.51099	1.98562	.00000	.84118	293
Std. Residual	-2.970	2.348	.000	.995	293
Stud. Residual	-3.046	2.363	.000	1.004	293
Deleted Residual	-2.64221	2.01013	-.00007	.85599	293
Stud. Deleted Residual	-3.091	2.382	-.001	1.008	293
Mahal. Distance	.040	15.915	2.990	2.796	293
Cook's Distance	.000	.121	.004	.012	293
Centered Leverage Value	.000	.055	.010	.010	293

a. Dependent Variable: Continuance_Commitment

Mahal Distance maximum value is a measure of outliers in a model, and the acceptable value for 3 predictors is a value that is not above 16.27. Table 22 indicates a Mahal Distance value of 15.915; this value is below the 16.27. Therefore the model met the assumption of outliers. Therefore since all the assumptions of the model are met, the model can be evaluated for the relationship of variables.

Table 23: Continuance commitment R-square results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.223 ^a	.050	.040	.84553	1.393
a. Predictors: (Constant), Passive_Leadership, Transactional_Leadership, Transformational_Leadership					
b. Dependent Variable: Continuance_Commitment					

Table 23 indicates that the R-square value is .050. According to Pallant (2010) this implies that only 5% of the variance in the dependable variable (Continuance commitment) is explained by the model's predictor variables (leadership styles). Table 21 indicates that the Transformational and Passive/Avoidant leadership style are significant with ($p = .006$; $p = .001$) respectively. Transformational leadership style contributes the most to the dependant variable (Continuance commitment) with (.197) and Passive/Avoidant leadership style contribution is (.193)

4.5.3 Normative commitment and leadership styles

Table 24: Regression statistics for the significance of the Normative commitment model

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.733	3	3.244	7.942	.000 ^b
	Residual	118.062	289	.409		
	Total	127.796	292			
a. Dependent Variable: Normative Commitment						
b. Predictors: (Constant), Passive_Leadership, Transactional_Leadership, Transformational_Leadership						

The model depicted in Table 24 indicates ($p = .000$). The p-value is below the 5% level, therefore at a 95% level of significance, the model is significant and the assumptions of the model, as well as the relationship of the variables can be discussed.

Assumption of multicollinearity:

Table 25: Results on assumption of multicollinearity for the Normative commitment model

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.281	.207		11.008	.000	1.873	2.689		
	Transformational_Leadership	.124	.048	.182	2.587	.010	.030	.219	.649	1.540
	Transactional_Leadership	.104	.051	.140	2.050	.041	.004	.203	.688	1.454
	Passive_Leadership	.070	.035	.119	2.018	.044	.002	.138	.912	1.096

a. Dependent Variable: Normative_Commitment

Table 25 indicates that the following correlations values for Transformational leadership (.124), Transactional leadership (.104) and Passive/Avoidant leadership (.070). According to Pallant (2010), bi-variate value of .7 indicates a problem of multicollinearity between the independent variables. Therefore, all the values are below .7; the model does not suffer from multicollinearity. This further supports that there is no problem of multicollinearity between the three leadership styles being tested in this study.

Assumption of Tolerance and VIF:

Table 25 indicates the tolerance values for Transformational leadership (.649), Transactional leadership (.688) and Passive/Avoidant leadership (.912). The tolerance values must not be below .10, and the VIF values must be below 10 (Pallant, 2010). All the tolerance values are not below .10 and are supported by the VIF values that are below 10. Therefore the assumption of tolerance is met by the model.

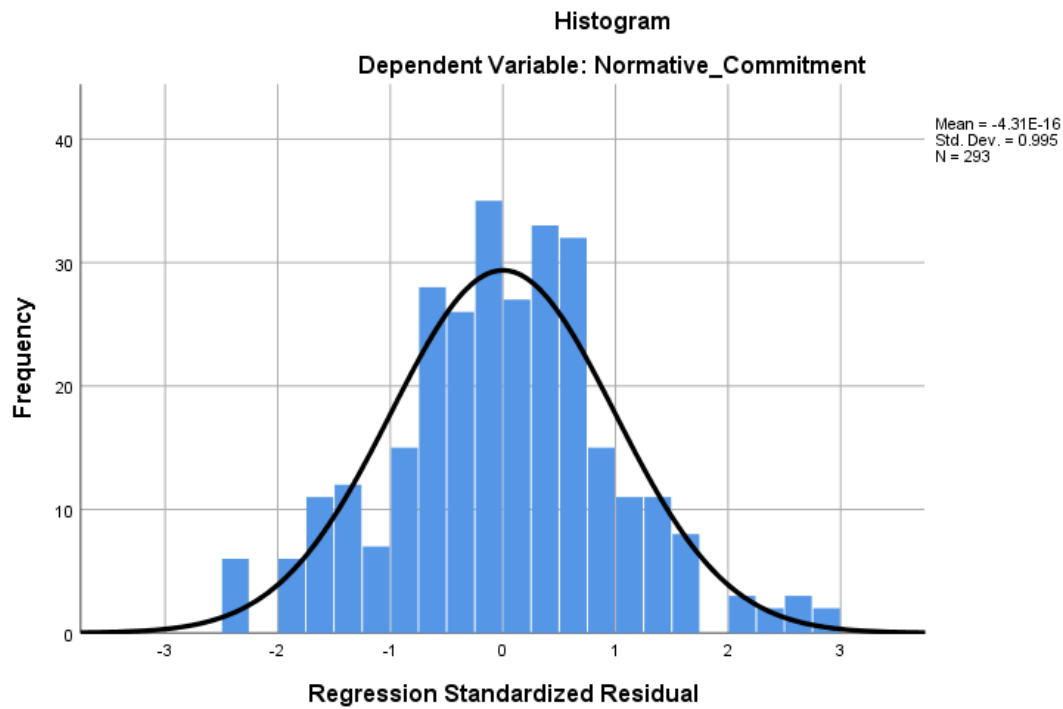


Figure 9: Normative commitment histogram

Figure 9, depicts a bell-shaped histogram output. A bell-shaped histogram output indicates a normal distribution (Pallant, 2010). Therefore, the assumption of normality is met for the model. This indicates that there are no major deviations from normality that, consistent with the other tests for normality presented in above.

Assumption of linearity:

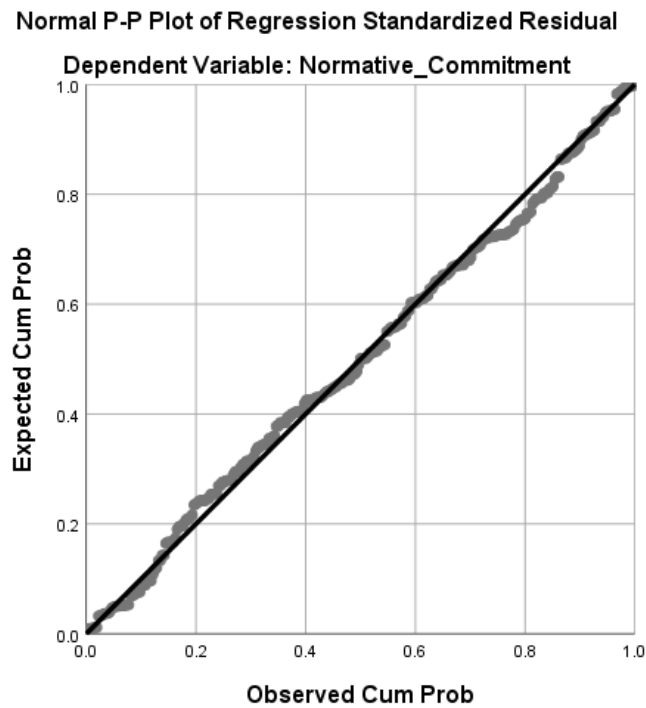


Figure 10: Normative commitment P-P Plot

In order for the model to meet the assumption of linearity, the points must lie in closely to a diagonal line (Pallant, 2010). The points in Figure 10, lie closely to a diagonal line; therefore the assumption of linearity is met. This output indicates that there are no major deviations from normality that, consistent with the other tests for normality presented in above.

Assumption of Homoscedasticity:

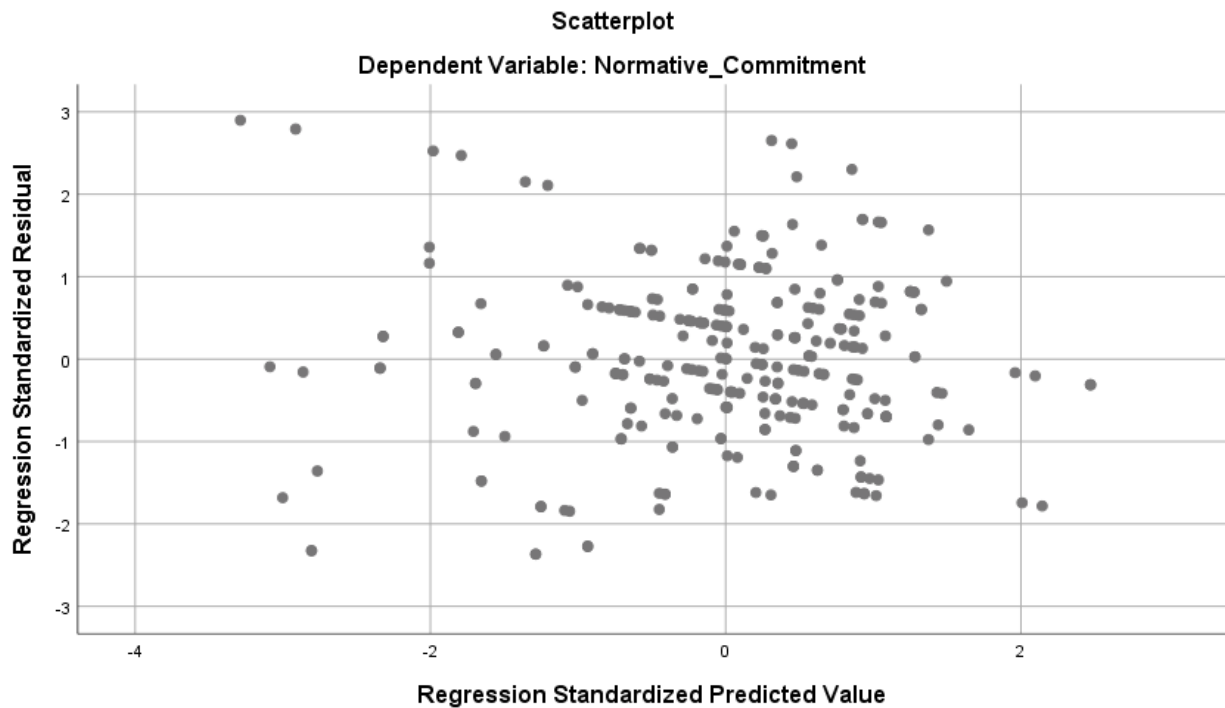


Figure 11: Normative commitment scatter plot

According to Pallant (2010), an assumption of homoscedasticity will be met if the residuals of the scatter plot to form a roughly rectangular shape. Figure 11, indicates a roughly rectangular distribution of the residuals with no clear, systematic patterns. Based on the above output, it can be seen that there is no indication of a large number of outliers from the data.

Table 26: Results on the assumption of outliers

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.6477	3.6990	3.2479	.18257	293
Std. Predicted Value	-3.287	2.471	.000	1.000	293
Standard Error of Predicted Value	.038	.154	.071	.024	293
Adjusted Predicted Value	2.5668	3.7049	3.2482	.18303	293
Residual	-1.51295	1.85228	.00000	.63586	293
Std. Residual	-2.367	2.898	.000	.995	293
Stud. Residual	-2.414	2.961	.000	1.004	293
Deleted Residual	-1.57315	1.93323	-.00037	.64778	293
Stud. Deleted Residual	-2.434	3.001	.000	1.008	293
Mahal. Distance	.040	15.915	2.990	2.796	293
Cook's Distance	.000	.096	.005	.012	293
Centered Leverage Value	.000	.055	.010	.010	293

a. Dependent Variable: Normative_Commitment

Mahal Distance maximum value is a measure of outliers in a model, and the acceptable value for 3 predictors is a value that is not above 16.27. Table 26 indicates a Mahal Distance value of 15.915, this value is below the 16.27. Therefore the model met the assumption of outliers. Therefore since all the assumptions of the model are met, the model can be evaluated for the relationship of variables.

Table 27: Normative commitment R-square results

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.276 ^a	.076	.067	.63916	1.607
a. Predictors: (Constant), Passive_Leadership, Transactional_Leadership, Transformational_Leadership					
b. Dependent Variable: Normative_Commitment					

Table 27 indicates that the R-square value is .076. According to Pallant (2010), this implies that only 7.6% of the variance in the dependable variable (Normative commitment) is explained by the model's predictor variables (leadership styles). Table 25 indicates that the Transformational, Transactional and Passive/Avoidant leadership style are significant with ($p = .010$; $p = .041$; $p = .044$) respectively. Transformational leadership style contributes the most the dependant variable (Normative commitment) with (.182), Transactional leadership style has the second most contribution with (.140) and Passive/Avoidant leadership style has the least contribution with (.119).

4.6 DISCUSSION OF THE RESULTS

This research study found that there was a weak but significant positive relationship between Transactional leadership style and Normative commitment ($r = .220$; $p = .000$). This is an indication that the behaviours that are displayed by the retail managers such as goal clarification, transactional exchange of rewards for completed tasks or achieving good performance, as well as punishment for un-acceptable performance and non-compliance to standards seem to be related to the increased sense of obligation from the employees to commit to the organisation. These results are consistent with Garg and Ramjee (2013) findings for a similar research study conducted in one of the South African Parastatal companies. The similarities between this current research study and the Garg and Ramjee (2013) can be attributed to motivating factors toward the commitment of employees. Meyer, Becker and Vandenberghe (2004) explained that factors such as an unstable and uncertain environment in the economy at a particular time might result in the employees prioritising the transactional rewards of their jobs. This is contrary to being committed as a result of inspirational leadership. In these two studies, the employees appear to have associated their commitment to the obligation they feel towards the organisation by being able to remain in employment during the current economic uncertainty in South Africa.

The study found no statistically significant relationship between the Transactional leadership and Affective commitment; the study did not find any statistically significant relationship between the Transactional leadership style and Continuance commitment. Similarly, these results were consistent with Garg and Ramjee (2013). This suggests that the behaviour of rewards and punishment did not have an impact on employees' commitment due to positive alignment with the organisation's goals, as well as committing due to the cost associated with leaving the organisation. However, Nyengane (2007) found a weak, but significant positive relationship between Transactional leadership and Continuance commitment in a study conducted at a South African electricity utility. The results of Nyengane (2007) can be attributed to motivation. However Meyer, Becker and Vandenberghe (2004) suggest that payment as a reward is a motivating factor behind this commitment. It can be further argued that in Nyengane (2007) commitment was not based much on obligation, rather on identified losses (seniority, bonuses,) associated with leaving the organisation.

This research study found that there was a weak, but positive relationship between Transformational leadership style and Normative commitment ($r = .222$; $p = .000$). This suggests that leadership behaviours that included positive influence, inspiration, motivation, and stimulation of intellectual ability and individualised consideration of employees seem to

be related to the sense obligation the employees hold in committing to the organisation. These results concur with the findings of Garg and Ramjee (2013).

There was no statistically significant relationship found between Transformational leadership style and Affective commitment, There was no statistically significant relationship between Transformational leadership style and Continuance commitment. This suggests that retail employees did not relate their organisational goal alignment and cost of leaving the organisation to the positive influence and inspirational behaviours of their leaders. However, these results were in contrast to the findings of Garg and Ramjee (2013) as well as Nyengane (2007). Both of these cited studies found a positive relationship between Transformational leadership style and the two types of commitment (Affective and Continuance). This research study found that there was a weak, but significant positive relationship between Passive/Avoidant leadership style and Continuance commitment ($r = .154$; $p = .008$). This suggests that employees who are only committed to the organisation due to the identified costs associated with leaving the organisation may thrive under a leader who displays reactive, passive and lack of involvement behaviours. These results are a contrast to the findings of similar previous studies (Garg and Ramjee, 2013; Nyengane, 2007). Both these cited studies found a weak, but significant negative relationship between the Passive/Avoidant leadership style and all the commitment types. The Transformational leadership style showed more strength in contribution to commitment variables followed by Transactional leadership style.

The differences in results cited in the above paragraphs of this current research study by Garg and Ramjee (2013) and Nyengane (2007) studies can be attributed to organisational culture. Awan and Mahmood (2010) explained that employees of organisations operating in the same industry or conditions might display similar types of employee commitment. The two authors linked the similarities to adaptability culture, where organisations adopt similar values and strategies to adapt and adjust to external environmental changes. Both studies (Nyengane, 2007; Garg and Ramjee, 2013) were conducted in South African Parastatals which could have adopted similar values and adapting strategies; different to the conditions this current research study was conducted.

There are other factors that can be attributed to the positive correlations results observed between Transactional leadership style and employee commitment in this particular study, such as the working environment in the organisation and the industry where the study is conducted (McGuire and Kennerly, 2006). In a research study conducted in a hospital, testing the relationship between nurse's management style and commitment of staff nurses, McGuire and Kennerly (2006) found that if the performance indicators for the managers are transactional in nature; they will prefer transactional leadership style and thus influencing the

a transactional leadership style preference to their subordinates. According to McGuire and Kennerly (2006) highlights productivity, policy compliance and cost management as some of the performance management indicators that are transactional in nature, and if an organisation is operating in an environment that drives these indicators intensely, transactional leadership style maybe preferred by both leaders and the subordinates.

Retail companies are highly productivity driven to move unit volumes, while at the same time the expectations are that the management must drive down the cost of production. As a result, the employee targets are set to drive these indicators with incentives that are transactional in nature attached for achieving the set targets. McGuire and Kennerly (2006) argue that when an environment displays that kind of a performance culture, Transactional leadership style tend to be preferred at both management and subordinate level. This can be the explanation for the similarly positive results in the relationship between Transactional and Transformational leadership style with commitment in this particular study.

Generally, the results indicate that the retail employees are committed due to the obligation they feel they hold towards the organisation, as it is observed in the relationship with the Transformational and Transactional leadership styles. The employees' commitment due to the identified costs associated with leaving the organisation needs to be highlighted, as they are positively related to the Passive/Avoidant leadership style.

4.6.1 Implications for the management practice

The view that leadership styles influence the commitment of employees to a particular organisation is supported by the empirical evidence presented above. Transformational and Transactional leadership styles are related positively to the Normative commitment, while the Passive/ Avoidant leadership style is positively related to Continuance commitment. Perhaps the combination of both the Transactional and Transformational leadership styles may enhance the levels of Normative commitment. Bass (1985a) supports using the combination of both this leadership style to achieve the desired objectives.

Managers and leaders may need to pay close attention towards eliminating the Passive/Avoidant leadership style as it may create an environment for employees who are not driven to achieve the required standards, rather committing due to the identified costs associated with the decision to leave the organisation. Garg and Ramjee (2013) highlight the concern and the need to have the employees to display the Affective commitment as it indicates alignment to the organisation's goals, thus making it easy to achieve desired objectives. An implication for the retail managers will be the lack of relationship in all the leadership styles and Affective commitment of their employees.

4.6.2 Limitations of the study

When viewing the research study, certain limitations should be considered. The study only focused on the Rustenburg Region. The study also focused only on clothing retail stores. A bigger representation of the South African region and diverse retail companies may provide results can be more indicative of the employees' perceptions in the whole retail sector

4.7 CONCLUSION

The chapter discussed the statistical outputs results in detail, from the demographic statistics, frequency statistics, reliability statistics, correlations statistics, and regression statistics. Significant positive relationships between Transactional leadership style and Normative commitment, Transformational leadership style and Normative commitment and Passive/Avoidant leadership style and Continuance commitment were identified and discussed.

It is recommended by the study that a further study is conducted with a larger sample ranging covering more regions in other provinces.

CHAPTER V

RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

The chapter provides the recommendations of the research study based on the results presented in the previous chapter. It also highlights the key aspects of the research study results that were found and presented in preceding chapters.

5.2 RECOMMENDATIONS FOR FUTURE RESEARCH

Leadership style and employee commitment have been researched extensively, as discussed in detail in the previous chapters. The contribution of this particular research study is in the retail industry of South Africa, in this context, there has been limited research work done. This study will grow the body of knowledge, providing an understanding of leadership and commitment in the retail industry and present opportunities to build on its results for future research.

Future studies may be conducted covering wider sample demographics geographically (other regions in South Africa). There should be further investigation on the other factors that influence Affective commitment in the retail industry, as there was no relationship found with any of the leadership styles. Organisational culture and employee motivation are some of the mediating variables that future research may need to focus on in the retail industry, to better understand the relationship between leadership styles and employee commitment. Adnan (2008) conducted a research study in the knitwear industry in Pakistan and found a significant positive relationship between organisational culture and the preferred leadership style by employees. Therefore, there is existing evidence that the climate in an organisation may be a mediating factor in how employees view a particular leadership style. Adnan (2008) explained that some of these characteristics are freedom of expression, sharing of ideas and trust between leaders and employees. As a result, a particular organisational culture may have influenced the subordinates' responses in this particular study

Meyer and Becker (2004) concluded that there is a relationship between employee commitment and motivation, specifically the choice of goals by the employee and the internal self-drive towards achieving results. What this suggests is that a self-driven employee may view a particular leadership style and commitment differently. Similarly, an employee that feel strongly about their goal choice will prefer a leadership style that compliments their motivation. Therefore, future research on leadership and commitment in the retail industry should investigate the role of motivation as a mediating variable to employee commitment. By

including these mediating variables, the researchers will have a more comprehensive understanding of the preferred leadership style by retail industry subordinates.

5.3 RECOMMENDATIONS TO THE MANAGEMENT PRACTICE

The results of the multiple regression presented in chapter four of this present study indicate that the Transformational leadership style contributed the most to the commitment variables followed by the Transactional leadership styles. These results suggest that the managers of the retail companies should focus on developing the Transformational leadership style within their management teams. This will benefit the management as they will be able to achieve the commitment levels they require, as well as creating an intellectually stimulated and innovative environment associated with Transformational leadership style.

The results indicate that the Transactional leadership style was the second preferred style by the respondents, suggesting that the employees in the retail industry prefer to be rewarded for their efforts and expects to be penalised (punished) for failing to achieve the agreed objectives. Therefore the management practice should use the two styles together in order to encourage the desired levels of commitment from the employees in the retail industry. Kirkbride (2006) explained that the Transactional leadership style and Transformational leadership style do not have to be used separately, rather they can be used together, with one complementing the other. According to the results of this particular study, the Transactional leadership style should be used to complement the Transformational leadership style.

5.4 CONCLUSION

The study set out with an objective to explain the relationships between the leadership styles and commitment. Two commitment types had a significant relationship with Transactional and Transformational leadership, and Passive/ Avoidant leadership style (Normative and Continuance commitment).

Transactional and Transformational leadership styles had a positive relationship with the Normative. Passive/Avoidant leadership style had a positive relationship with the Continuance commitment. The results of the regression results further indicated that the Transformational leadership style contributed the most in both the Normative and Continuance commitment, followed by Transactional leadership style in the contribution to Continuance commitment. This indicates that these two leadership styles had more influence on commitment.

The influence of the Passive/Avoidant relationship on Continuance commitment was highlighted as a concern, if the leadership behaviour that is displayed is Passive/ Avoidant, this ineffective type of commitment may thrive.

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APPENDICES: Letter to organisation for consent



RHODES UNIVERSITY

Grahamstown • 6140 • South Africa

Rhodes Business School
Tel: [+27] 046 6038111
Fax: [+27] 046 6037350
E-mail: k.rafferty@ru.ac.za

4 December 2017

The Branch Manager
Woolworths Stores
Rustenburg, Northwest

Dear Sir

Re: Invitation to conduct research at your institution

Mr Sakhile Mqomboti (under the supervision of Mr Kevin Rafferty) is a Rhodes Business School postgraduate student in Master of Business Administration Degree at Rhodes University carrying out research on the influence of leadership styles on employee commitment in the retail industry. The aim of this research is to explain the relationship between leadership styles (Transactional, Transformational, and Passive/Avoidant) and Commitment (Affective, Continuance, and Normative). The participation and cooperation of your institution is important so that the results of the research are accurately portrayed.

The research will be undertaken using self-administered leadership questionnaire (45 item Multifactor Leadership Questionnaire, MLQ 5X) and Commitment questionnaire on a Likert scale of 1-5 (Strongly agree to Strongly disagree) will be used with the subordinate employees in your organization. The data to be collected from this research will be quantitative data. The identity of your institution and the employees who voluntarily consent to participate will be treated with complete confidentiality. The collection of this data will require from each participant about 20 minutes to complete.

We look to you for guidance in identifying subordinate employees at your institute that would be suitable to interview (at a time and date that suites them).

Attached for your information is a copy of the participant's Informed Consent Form. If you have questions or wish to verify the research, please feel free to contact us.

If you would like your institution to participate in this research, please complete and return the attached form.

Thank you for your time and I hope that you will find our request favourable.

Yours sincerely,

Mr Sakhile Mqomboti
Research Student

Notes to researcher:

- Any involvement of students in general, if this is not part of their subject, requires the approval of the Dean of Students
- If the research is carried out in the public areas of the university, the permission of the Registrar is required, and if staff is involved the approval of the Registrar or the Director: Human Resources is required.

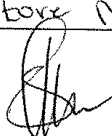
Mr Kevin Rafferty
Supervisor

www.ru.ac.za

The influence of leadership styles on employee commitment in the retail industry

Institution Consent Form

Participation Consent
I consent for you to approach employees who are subordinates to managers in all your departments in the store to participate in a study on the influence of leadership styles on employee commitment in the retail industry
I acknowledge and understand:
<ul style="list-style-type: none">• The role of the institution is voluntary.• I may decide to withdraw the institution's participation at any time without penalty.• Employees who are subordinates to managers in all your departments will be invited to participate and that permission will be sought from them too.• Only employees who consent will participate in the project.• All information obtained will be treated in strictest confidence.• The employees' names will not be used and individual employees will not be identifiable in any written reports about the study.• The institution will not be identifiable in any written reports about the study.• Participants may withdraw from the study at any time without penalty.• A report of the findings will be made available to the institution.• I may seek further information on the project from Mr Sakhile Mqomboti on 0611717393.

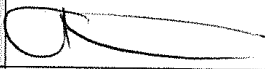
Full Name:	Eolwin Kegopotsemang
Position:	Store Manager
Signature:	
Date:	13/12/2017

Please return to:	To be collected by Hand by the researcher
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The influence of leadership styles on employee commitment in the retail industry

Institution Consent Form

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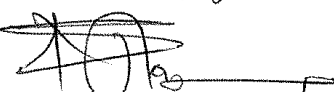
Full Name:	Kesetse Makhunani
Position:	Branch Manager
Signature:	
Date:	05 March 2018

Please return to:	To be collected by Hand by the researcher
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The influence of leadership styles on employee commitment in the retail industry

Institution Consent Form

Participation Consent	
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
Full Name:	Elias Mashao
Position:	Branch Manager
Signature:	
Date:	12/03/2018

Please return to:	To be collected by Hand by the researcher
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The influence of leadership styles on employee commitment in the retail industry

Institution Consent Form

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<ul style="list-style-type: none"> • The role of the institution is voluntary. • I may decide to withdraw the institution's participation at any time without penalty. • Employees who are subordinates to managers in all your departments will be invited to participate and that permission will be sought from them too. • Only employees who consent will participate in the project. • All information obtained will be treated in strictest confidence. • The employees' names will not be used and individual employees will not be identifiable in any written reports about the study. • The institution will not be identifiable in any written reports about the study. • Participants may withdraw from the study at any time without penalty. • A report of the findings will be made available to the institution. • I may seek further information on the project from Mr Sakhile Mqomboti on 0611717393.

Full Name:	EVA MATSHIKWA
Position:	Branch Manager
Signature:	
Date:	08 March 2018

Please return to:	To be collected by Hand by the researcher
--------------------------	---



Rhodes Business School
Leadership for Sustainability

Rhodes Business School
PO Box 94
Grahamstown
6140

15 February 2018

To whom it may concern

Research Approval: Sakhile Mqomboti (16M2143) (Reference: 2017 12 67 Mqomboti, Sakhile MBA KR)

This letter serves to confirm that Sakhile Mqomboti (16M2143) is a registered student at Rhodes University, and is reading for a Master of Business Administration (MBA) Degree within the Rhodes Business School.

The research proposal for the research dissertation to be submitted in partial fulfilment of the requirements for the degree was approved by the Commerce Faculty's Higher Degrees Committee on 3 October 2017. Furthermore, on 25 January 2018 Ethical Clearance was recommended from the Rhodes Business School Ethics Sub-Committee to the ethics application [2017 12 67 Mqomboti, Sakhile MBA KR]. This will be ratified by the Rhodes University Ethics committee in March 2018. The provisional title of the research is "The influence of leadership styles on employee commitment in the retail industry" .

This research will take place under my supervision.

If you have any further queries related to the research, please feel free to contact me at k.rafferty@ru.ac.za, or at 046 603 7303.

Yours faithfully,

Mr Kevin Rafferty
RHODES BUSINESS SCHOOL

For use by Sakhile Mqomboti only. Received from Mind Garden, Inc. on March 8, 2018



www.mindgarden.com

To whom it may concern,

This letter is to grant permission for the above named person to use the following copyright material for his/her research:

Instrument: *Multifactor Leadership Questionnaire*

Authors: *Bruce Avolio and Bernard Bass*

Copyright: *1995 by Bruce Avolio and Bernard Bass*

Five sample items from this instrument may be reproduced for inclusion in a proposal, thesis, or dissertation.

The entire instrument may not be included or reproduced at any time in any published material.

Sincerely,

Robert Most
Mind Garden, Inc.
www.mindgarden.com

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MLQ Multifactor Leadership Questionnaire™ Leader Form (5x-Short)

My Name: _____ Date: _____
 Organization ID #: _____ Leader ID #: _____

This questionnaire is to describe your leadership style as you perceive it. Please answer all items on this answer sheet. **If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank.**

Forty-five descriptive statements are listed on the following pages. Judge how frequently each statement fits you. The word "others" may mean your peers, clients, direct reports, supervisors, and/or all of these individuals.

Use the following rating scale:

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

- | | | | | | | |
|-----|--|---|---|---|---|---|
| 1. | I provide others with assistance in exchange for their efforts..... | 0 | 1 | 2 | 3 | 4 |
| 2. | I re-examine critical assumptions to question whether they are appropriate | 0 | 1 | 2 | 3 | 4 |
| 3. | I fail to interfere until problems become serious | 0 | 1 | 2 | 3 | 4 |
| 4. | I focus attention on irregularities, mistakes, exceptions, and deviations from standards | 0 | 1 | 2 | 3 | 4 |
| 5. | I avoid getting involved when important issues arise | 0 | 1 | 2 | 3 | 4 |
| 6. | I talk about my most important values and beliefs | 0 | 1 | 2 | 3 | 4 |
| 7. | I am absent when needed..... | 0 | 1 | 2 | 3 | 4 |
| 8. | I seek differing perspectives when solving problems | 0 | 1 | 2 | 3 | 4 |
| 9. | I talk optimistically about the future..... | 0 | 1 | 2 | 3 | 4 |
| 10. | I instill pride in others for being associated with me..... | 0 | 1 | 2 | 3 | 4 |
| 11. | I discuss in specific terms who is responsible for achieving performance targets..... | 0 | 1 | 2 | 3 | 4 |
| 12. | I wait for things to go wrong before taking action | 0 | 1 | 2 | 3 | 4 |
| 13. | I talk enthusiastically about what needs to be accomplished..... | 0 | 1 | 2 | 3 | 4 |
| 14. | I specify the importance of having a strong sense of purpose | 0 | 1 | 2 | 3 | 4 |
| 15. | I spend time teaching and coaching..... | 0 | 1 | 2 | 3 | 4 |

Continued =>