

**THE EXPLORATION OF A RELATIONSHIP BETWEEN LEADERSHIP STYLES
AND ORGANIZATIONAL COMMITMENT
OF RICHARDS BAY COAL TERMINAL EMPLOYEES.**

A thesis submitted in partial fulfilment of the requirements for the degree of

MASTER OF BUSINESS ADMINISTRATION

In the

RHODES UNIVERSITY

By

BAFOKENG NGCOBILE KHOALI

October 2015

Student Number: **13k7880**



SUPERVISED BY: MR KEVIN RAFFERTY

DECLARATION:

I, Bafokeng Ngcobile Khoali, the researcher, hereby truthfully declare that the work presented in this thesis is my own original work and does not, in its entirety or part, exist as someone else's work. All the sources used in this research have been presented and acknowledged with utmost integrity.

BAFOKENG NGCOBILE KHOALI

Date

ABSTRACT

Richards Bay Coal Terminal (RBCT) is situated in the South African deep water harbour of KwaZulu- Natal. The company provides coal mining organizations a strategic logistics link to international coal markets by enabling the use of a coal exporting facility. RBCT recognizes that its lifeblood is the human capital it retains and that achieving a competitive edge equitably and fairly through its people is a priority (du Preez, 2012). In the modern organization operating in an environment of uncertainty and constant change, employee's commitment to the organization can be a critical determinant of its success or failure in anchoring a competitive advantage (Ulrich, 1998). The current study explored a relationship between the full range leadership styles of supervisors and the organizational commitment of the subordinates to the organization. The literature reviewed in the study includes two models; the first model is by Bass and Avolio and is referred to as the full range leadership model (FRL). This is the independent variable of the research. The dependent variable is organizational commitment, which belongs to the three component model by Meyer and Allen. These models each contain an instrument which was used on a sample of 120 non-supervisory employees. The independent variable used an instrument called the multifactor leadership questionnaire (MLQ) and the dependent used the organizational commitment questionnaire (OCQ).

The data collected with these two questionnaires was then subjected to statistical scrutiny. A two-tailed Pearson correlation analysis was conducted to ascertain the strength and direction of the linear relationship, but most importantly to, at 95%-99% confidence, ascertain the statistical significance of the relationships. The findings of the study reflected no statistically significant relationships between transactional leadership and all of the three components of organizational commitment. The two components; affective and normative commitment, both reported a significant relationship with laissez-faire, whilst continuance commitment reflected insignificance. A positive significant relationship between transformational leadership and affective commitment was evident. This leadership style demonstrated no statistically significant relationship between it and continuance and normative commitment.

The combined findings suggested that transactional leadership style of supervisors is somewhat unrelated to the subordinate's need, desire and or sense of obligation to remain employed. A more transformational style of leadership appears to inspire a desire to sustain employment and affectively commit to the organization, whilst this style bears no relation to the need and sense of moral obligation of the subordinate to maintain employment. Laissez-faire reported a weak insignificant negative relationship with continuance commitment. The result suggests the independence of the subordinates' need to maintain employment to the lack of leadership presence of the supervision. The significant relationship between laissez-faire and normative commitment may be accepted as indicative of how the absence of leadership is related to the employee's recognition of no developmental intentions demonstrated by the supervisor. Although weak, the relationship between laissez-faire and affective

commitment entails that the more prevalent the non-leadership (absence of leadership) style of the supervisor, the less desire do subordinates demonstrate to remain employed.

ACKNOWLEDGEMENTS:

It is with a great deal of gratitude that I thank my supervisor, Mr Kevin Rafferty for the professional and timely support which he continued to demonstrate until this journey ended. The invaluable direction and guidance which you have patiently bestowed upon me, I could never imagine completing the research without, thank you.

Secondly I would like to make mention of the following individuals, without which the success of this study would not have been possible;

- The General Managers and CEO of Richards Bay Coal Terminal for granting permission to conduct the study with the employees. Furthermore, all employees who undertook to contribute to this research project, I humbly acknowledge.
- The Head of Integrated Sales and Operational Planning for Anglo American Thermal Coal Marketing, Mr Rio Chetty for his continuous support and understanding of the requirements demanded by this research journey until it ended.
- The authors of the OCQ for granting free access of their TCM Employee Commitment Survey Academic Users Guide 2004 to academics.
- Shane Naidoo, Tshianeo Nethononda and Nontuthuko Mgabhi for the assistance provided in meeting the participants of the study.
- To all my MBA colleagues, both the 2013 and 2014 cohort, I thank you for your contributions, I have learnt a great deal from each and every one of you.

Thirdly, I would like to thank my parents, Paul and Monica Khoali, for the financial, emotional and compassionate support which they unfailingly demonstrated throughout this entire journey. I shall do the same for my children one day. Thank you.

Lastly, I thank God Almighty for the strength and persistence He has bestowed upon me. Moreover for all those whom He has presented to me to help me complete this journey. Glory to God in the Highest.

TABLE OF CONTENTS:

| | |
|--|----|
| DECLARATION..... | 2 |
| ABSTRACT..... | 3 |
| ACKNOWLEDGEMENTS | 4 |
| CHAPTER I: INTRODUCTION..... | 9 |
| 1.1 INTRODUCTION: | 9 |
| 1.2 THE SETTING OF THE STUDY: | 9 |
| 1.3 THE PROBLEM AND MOTIVATION FOR THE STUDY..... | 9 |
| 1.4 THE GOAL OF THIS STUDY:..... | 11 |
| 1.5 THE OUTLINE OF THE STUDY: | 12 |
| CHAPTERS 2 AND 3: LITERATURE REVIEW | 12 |
| CHAPTER 4: RESEARCH METHODOLOGY | 13 |
| CHAPTER 5: RESULTS ANALYSIS..... | 13 |
| CHAPTER 6: DISCUSSION, CONCLUSION AND RECOMMENDATIONS..... | 13 |
| CHAPTER II: FULL RANGE LEADERSHIP | 14 |
| 2.1 INTRODUCTION: | 14 |
| 2.2 THE DEVELOPMENT OF THE FULL RANGE LEADERSHIP MODEL:..... | 14 |
| 2.3 TRANSFORMATIONAL LEADERSHIP: | 16 |
| 2.4 TRANSACTIONAL LEADERSHIP: | 17 |
| 2.5 LAISSEZ-FAIRE: | 18 |
| 2.6 LEADER AND SUBORDINATE RELATIONSHIPS:..... | 19 |
| 2.7 OPERATIONALIZATION OF THE FRL MODEL:..... | 20 |
| 2.8 CONCLUSION: | 22 |
| CHAPTER III: ORGANIZATIONAL COMMITMENT | 23 |
| 3.1 INTRODUCTION: | 23 |
| 3.2 AFFECTIVE COMMITMENT:..... | 24 |

| | |
|---|----|
| 3.3 CONTINUANCE COMMITMENT: | 24 |
| 3.4 NORMATIVE COMMITMENT: | 25 |
| 3.5 THE THREE-COMPONENT MODEL:..... | 25 |
| 3.6 ANTECEDENTS OF THE THREE COMPONENTS: | 26 |
| 3.6.1 AFFECTIVE COMMITMENT: | 26 |
| 3.6.2 CONTINUANCE COMMITMENT:..... | 26 |
| 3.6.3 NORMATIVE COMMITMENT:..... | 27 |
| 3.7 OPERATIONALIZATION OF ORGANIZATIONAL COMMITMENT: | 28 |
| 3.8 THE COMMITMENT OF BLUE COLLAR WORKERS (SHOP FLOOR): | 29 |
| 3.9 CONCLUSION: | 31 |
| CHAPTER IV: RESEARCH METHODOLOGY..... | 32 |
| 4.1 INTRODUCTION: | 32 |
| 4.2 RESEARCH GOALS AND HYPOTHESIS: | 33 |
| 4.3 DESCRIPTION OF RESEARCH DESIGN: | 34 |
| 4.3.1 RESEARCH PARADIGM:..... | 35 |
| 4.3.2 SAMPLING: | 36 |
| 4.4 DESCRIPTION OF THE INSTRUMENTATION: | 37 |
| 4.4.1 THE MULTIFACTOR LEADERSHIP QUESTIONNAIRE (MLQ):..... | 37 |
| 4.4.2 ORGANIZATIONAL COMMITMENT QUESTIONNAIRE (OCQ): | 39 |
| 4.5 RESEARCH VARIABLES AND DATA COLLECTION: | 40 |
| 4.6 RESEARCH ETHICS: | 40 |
| 4.7 DATA ANALYSIS:..... | 40 |
| 4.8 CONCLUSION: | 40 |
| CHAPTER V: RESULTS AND ANALYSIS | 42 |
| 5.1 INTRODUCTION: | 42 |
| 5.2 RESPONSE RATE: | 42 |
| 5.3 RELIABILITY AND VALIDITY: | 43 |

| | |
|---|----|
| 5.3.1 RELIABILITY AND VALIDITY: MLQ | 43 |
| 5.3.2 RELIABILITY AND VALIDITY: OCQ..... | 46 |
| 5.4: DESCRIPTIVE STATISTICS: | 47 |
| 5.5 CORRELATION ANALYSIS RESULTS: HYPOTHESIS TESTING..... | 50 |
| 5.5.1 HYPOTHESIS ONE:..... | 50 |
| 5.5.2 HYPOTHESIS TWO: | 51 |
| 5.5.3 HYPOTHESIS THREE: | 51 |
| 5.5.4 HYPOTHESIS FOUR: | 52 |
| 5.5.4 HYPOTHESIS FIVE:..... | 52 |
| 5.5.5 HYPOTHESIS SIX:..... | 53 |
| 5.5.6 HYPOTHESIS SEVEN..... | 54 |
| 5.5.7 HYPOTHESIS EIGHT:..... | 54 |
| 5.5.8 HYPOTHESIS NINE: | 55 |
| 5.6 CONCLUSION: | 55 |
| CHAPTER VI: DISCUSSION, RECOMMENDATIONS AND CONCLUSION: | 56 |
| 6.1 INTRODUCTION: | 56 |
| 6.2 RELIABILITY OF THE FINDINGS: | 56 |
| 6.3 DISCUSSION OF THE RESULTS: | 56 |
| 6.4 RECOMMENDATIONS FOR ORGANIZATIONAL MANAGEMENT: | 59 |
| 6.5 LIMITATIONS: | 60 |
| 6.6 RECOMMENDATIONS FOR FUTURE RESEARCH:..... | 61 |
| 6.7 CONCLUSION:..... | 61 |
| REFERENCES:..... | 63 |
| APPENDICES:..... | 68 |

LIST OF TABLES:

TABLE 1: SHOWING THE TABULATED HYPOTHESES AS REPORTED BY RAMJEE (2012): 34

TABLE 2: DIMENSION OF THE FULL RANGE LEADERSHIP MODEL:..... 38

TABLE 3: SHOWING THE POPULATION, SAMPLE AND THE OBTAINED RESPONSES:..... 42

TABLE 4: SHOWING THE SUMMARIZED RESULTS OF THE MLQ CRONBACH ALPHA ANALYSIS:..... 45

TABLE 5: SHOWING THE SUMMARIZED RESULTS OF THE OCQ CRONBACH ALPHA ANALYSIS:..... 47

TABLE 6: DEPICTING THE MEAN AND STANDARD DEVIATION OF THE SCALES OF THE INSTRUMENTS: 48

TABLE 7: SUMMARY OF HYPOTHESIS ONE RESULTS 50

TABLE 8: SUMMARY OF HYPOTHESIS TWO RESULTS..... 51

TABLE 9: SUMMARY OF HYPOTHESIS THREE RESULTS. 51

TABLE 10: SUMMARY OF HYPOTHESIS FOUR RESULTS. 52

TABLE 11: SUMMARY OF HYPOTHESIS FIVE RESULTS 53

TABLE 12: SUMMARY OF HYPOTHESIS SIX RESULTS. 53

TABLE 13: SUMMARY OF HYPOTHESIS SEVEN RESULTS. 54

TABLE 14: SUMMARY OF HYPOTHESIS EIGHT RESULTS. 54

TABLE 15: SUMMARY OF HYPOTHESIS NINE RESULTS..... 55

LIST OF FIGURES:

FIGURE 1: THE DIAGRAM ABOVE DEPICTS THE RESEARCH DESIGN OUTLINE OF THE PRESENT STUDY. SOURCE: BABBIE (2014).**Error! Bookmark not defined.**

CHAPTER I: INTRODUCTION

1.1 INTRODUCTION:

The opening chapter provided the scene for this research project. Chapter I outlined the context of the field of research and motivated the significance of this study. The problem statements and research questions are mentioned here, together with a brief outline of what is discussed in the following chapters of the research project.

1.2 THE SETTING OF THE STUDY:

The research is conducted in the Port of Richards Bay in Kwa-Zulu Natal, South Africa. A coal terminal called Richards Bay Coal Terminal (RBCT) is situated in this vicinity and is the field of study for this research project. RBCT is a logistics operations facility that houses coal from the South African coal line that extends from Mpumalanga through to Kwa-Zulu Natal. The state owned railway services deliver this coal from the mines to the coal terminal that is owned by a collection of coal mining companies.

The operations at the terminal include heavy machinery used to unload train trucks loaded with coal and load vessels destined for the global market. In between the loading and unloading, there is a stockyard that is used to stockpile the coal according to the mining company's specific shareholding. On the export side, with the vessels and shipment, a close relationship is maintained with the state-owned 'National Port Authorities' in order to assist in piloting services for berthing the vessels for the terminal to load them. On the import side, trains and unloading, the state-owned 'Freight Rail Authorities' assist the mines in transporting the coal, through the coal line, and into the Port.

This present study took place in the abovementioned environmental setting. Internally, the study focused on the departments that exist within the terminal. RBCT has three main departments, namely; 1.Shared services, 2.Operations and 3.Maintenance. *Shared services*: encompasses all the administrative and financial roles maintained at the terminal such as human resources, finance, legal and corporate affairs. *Operations*: department that works on the ground, a collection of junior and senior operators. *Maintenance*: is comprised mainly of Artisans and millwrights who service the machinery. These are the departments that were sourced for research participants in this present study.

1.3 THE PROBLEM AND MOTIVATION FOR THE STUDY

According to Swanepoel, Erasmus, Van Wyk and Schoek (2000) leadership styles that promote employee commitment are crucial for the organization to successfully implement business strategies, goals and a competitive advantage through human capital optimization. Lo and Min (2009) also argue the importance of knowledge

relating to aspects that play a crucial role in boosting the commitment of the employees.

Richards Bay Coal Terminal recognizes that its lifeblood is the human capital it retains and that achieving a competitive edge equitably and fairly through its people is a priority (du Preez, 2012). In 2012 moving into 2013, however, the company had experienced drastic staff turnovers in their operations and maintenance departments, with approximately 10% of its skilled employees belonging to these departments relocating to the Sierra Leone Africa Minerals Terminal, west of Africa. Sutherland and Jordaan (2004) suggest that in order to manage turnover one needs to understand its causes.

In the modern organization operating in an environment of uncertainty and constant change, employee's commitment to the organization can be a critical determinant of its success or failure in anchoring a competitive advantage (Ulrich, 1998). This statement ignited a need to enquire about the commitment of the workforce at RBCT and ascertain how leadership behaviour related to it. According to Avolio, Zhu, Koh and Bhatia (2004) previous research has demonstrated that work experience, personal and organizational factors are antecedents to the organizational commitment of a workforce. Mowday, Porter and Steers (1979) state that one such personal and organizational factor that is considered a key determinant of organizational commitment is leadership.

Brown and Chair (2003) suggested that previous research conducted has shown a number of similar outcomes for both full range leadership behaviours and employee's organizational commitment. What these scholars suggested, is a possible link between full range leadership behaviour and organizational commitment. According to them, commitment was discovered to be related significantly to job satisfaction, performance and trust. These outcomes happen to be evident as well, when full range leadership behaviour is the measure (Brown & Chair 2003).

Meyer and Botha (2000 as cited in Nyengane, 2007) further suggested that full range leadership is a strategic organizational development intervention that is constructed to enhance the impact of leadership styles on commitment. Furthermore, Avolio et al. (2004) stated that organizations need to be attentive in understanding the mechanisms and processes through which transformational leadership (*a full range leadership style*) influences work-related attitudes such as employee's organizational commitment.

The gap discovered in the literature is as described by the study of Brown and Chair (2003). According to these researchers literature failed to provide a clear guidance in the direction of how different types of organizational commitment, namely; affective, continuance and normative, are affected by the full range of leadership styles (Brown & Chair 2003). This observation has motivated the need to conduct an enquiry in order to contribute to this field of study.

1.4 THE GOAL OF THIS STUDY:

The purpose of this research is supported by the following observations made in the review of literature. The relationship between employees' perceptions of their immediate supervisor's full range leadership styles and the different types of organizational commitment is not clearly outlined. The overall aim of the study was to evaluate the relationship between full range leadership styles and employee's organizational commitment through the following assessed relationships:

- 1.4.1 The relationship between the employees' perception of their immediate supervisor's transformational leadership style and different types of organizational commitment.
- 1.4.2 The relationship between the employees' perception of their immediate supervisor's transactional leadership style and different types of organizational commitment.
- 1.4.3 The relationship between the employees' perception of their immediate supervisor's non-leadership (laissez-faire) style and different types of organizational commitment.

In exploring the abovementioned relationships, the study contributed to the leadership styles field of study by providing information on the effectiveness of full range leadership styles when organizational commitment is concerned. Furthermore, from an organizational perspective, the study demonstrated the overall predominant commitment nature of the workers and the perceived prevailing leadership styles deployed. The research hypotheses that were explored to assess the above mentioned relationships are as follows:

- Ho1: There is no statistical significant relationship between transformational leadership and affective commitment to the organization.
- Ha1: There is a statistical significant relationship between transformational leadership and affective commitment to the organization.
- Ho2: There is no statistical significant relationship between transformational leadership and continuance commitment to the organization.
- Ha2: There is a statistical significant relationship between transformational leadership and continuance commitment to the organization.
- Ho3: There is no statistical significant relationship between transformational leadership and normative commitment to the organization.
- Ha3: There is a statistical significant relationship between transformational leadership and normative commitment to the organization.
- Ho4: There is no statistical significant relationship between transactional leadership and affective commitment to the organization.
- Ha4: There is a statistical significant relationship between transactional leadership and affective commitment to the organization.

- Ho5: There is no statistical significant relationship between transactional leadership and continuance commitment to the organization.
- Ha5: There is a statistical significant relationship between transactional leadership and continuance commitment to the organization.
- Ho6: There is no statistical significant relationship between transactional leadership and normative commitment to the organization.
- Ha6: There is a statistical significant relationship between transactional leadership and normative commitment to the organization.
- Ho7: There is no statistical significant relationship between laissez-faire leadership and affective commitment to the organization.
- Ha7: There is a statistical significant relationship between laissez-faire leadership and affective commitment to the organization.
- Ho8: There is no statistical significant relationship between laissez-faire leadership and continuance commitment to the organization.
- Ha8: There is a statistical significant relationship between laissez-faire leadership and continuance commitment to the organization.
- Ho9: There is no statistical significant relationship between laissez-faire leadership and normative commitment to the organization.
- Ha9: There is a statistical significant relationship between laissez-faire leadership and normative commitment to the organization.

1.5 THE OUTLINE OF THE STUDY:

CHAPTERS 2 AND 3: LITERATURE REVIEW

The two chapters present the review of literature for two different fields of study; leadership styles and organizational commitment. The leadership styles field of study explored in this research is that of Bass and Avolio's full-range leadership model. This model includes three dimensions namely; transformational, transactional and laissez-faire leadership styles. The second chapter of this research discusses this model in the context of organizational outcomes such as; staff turnover, performance, job satisfaction and commitment.

The third chapter focuses on organizational commitment. In the development of this chapter, the concept of organizational commitment is introduced. Thereafter, the concept is discussed as a three-component model proposed by Meyer and Allen. This model attempts to elucidate employee commitment in three degrees; affective commitment, continuance commitment and normative commitment. Chapter three explains the three different types in depth and outlines a collection of studies based on leadership, turnover and performance that encompass this field of study.

A critical section of this literature review is dedicated to exploring the relationships that exist between leadership and commitment and, moreover, the link between the outcomes of both measures from an individual (employee) perspective. The two reviews will form the basis of the exploration of the relationship between the

employees' perception of their immediate supervisor's leadership styles and the organizational commitment of the very same workforce.

CHAPTER 4: RESEARCH METHODOLOGY

The research methodology chapter outlines the design of the study. Firstly, the paradigm of the research, a post-positivist approach, is explained, followed by the determination of a representative sample process. The administration of the research instruments process is explained in this chapter. The fourth chapter of this present study also dedicates a platform for previous research conducted using the instruments; namely; the multifactor leadership questionnaire (MLQ) and the organizational commitment questionnaire (OCQ). This is to ascertain the reliability, applicability and validity of the scales of the questionnaires, which is discussed in depth.

The ethical component of this research is discussed in the concluding sections of this chapter. The implications of the research outcomes are clearly stipulated in detail for the protection of all participants.

CHAPTER 5: RESULTS ANALYSIS

The results chapter depicts the outcomes as analysed using a statistical package. The reliability of the findings is mentioned in this chapter. The hypotheses of the study are tested and reported in the concluding section of this chapter.

CHAPTER 6: DISCUSSION, CONCLUSION AND RECOMMENDATIONS.

The concluding chapter of the present study discusses the results depicted in chapter 5 in detail. The results are interpreted in terms of the literature reviewed. The concluding remarks of the study will outline the main findings and recommendations for future research is highlighted. A brief explanation is dedicated to all research limitations encountered.

CHAPTER II: FULL RANGE LEADERSHIP

2.1 INTRODUCTION:

The research thus far has been concerned with offering the contextual setting of the study by providing information about the organization of interest. Moreover, the preceding chapter referred to the problem statement and the motivating principles underlying the researcher's need of enquiry.

This second chapter begins with a conceptual dissection of the development of the full range leadership model. Hereafter, the available operationalization instrument of the model is briefly outlined in various contexts which its application has been studied. In concluding section, the chapter reflects on the organizational relationship between a leader and a follower. This relationship is outlined in light of what this present study is focused on.

2.2 THE DEVELOPMENT OF THE FULL RANGE LEADERSHIP MODEL:

Burns contended in 1978 that transactional leadership happens when one individual takes the initiative in making contact with other individuals for the purpose of an exchange of valued things. Burns differentiated transformational leadership from transactional by suggesting that transformational leadership arises when one or more people engage with others in such a way that the leader and the follower are promoted to higher levels of motivation and morality (Burns 1978). Fleishman (1957 as cited by Antonakis and House, 2014) also propose the bi-factor model that focuses on the "initiating structure" and "consideration". According to Brown and Chair (2003) these terms are related to transactional and transformational leadership, respectively.

Almost a decade later, Bass (1985) challenged Burns' perspective of transformational and transactional leadership by suggesting that these leadership styles are not necessarily opposites of each other and that any one leader may possess both leadership styles at any one time. Antonakis and House (2014) suggest that Bass used both; Burn's transactional-transformational idea and the bi-factor model, to develop a more integrative approach of leadership. Furthermore, Antonakis, Avolio and Sivasubramaniam (2003) suggest that Bass focused into a paradigm shift that attempted to understand how leaders influence followers to surpass their self-interest for the greater good of their departments and organizations in order to accomplish optimal levels of performance. This approach was different from the classical theories which focused on follower goal and role clarification (Antonakis *et al.* 2003).

Bass, in the following half a decade since the inception of his integrative approach, co-joined with Avolio in 1990 to propose the Full Range Leadership Model. According to Bass and Avolio (1990) this model suggests that transformational and transactional leadership behaviours may be able to optimize the effectiveness of an organization if it is demonstrated appropriately and in the desired frequency.

Edwards, Schyns, Gill and Higgs (2012) mention that it was from the distinction between transformational and transactional leadership that the full range leadership model was developed. Having introduced the model, Bass and Avolio in conjunction once more developed an instrument to measure the full range of leadership. The validated instrument was the Multifactor Leadership Questionnaire (Bass & Avolio 1990).

The Multifactor Leadership Questionnaire (MLQ) in terms of its measurement of transformational leadership concentrates on the four distinct transformational leadership behaviours referred to as the four “Is”. These are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. The questionnaire with regards to transactional leadership focuses on three behaviours; contingent reward, active management-by-exception and passive management-by-exception. A number of researchers have introduced laissez-faire or non-leadership style as a separate style. Bass and Avolio (1990) have introduced laissez-faire as the last behavioural style in the questionnaire. It is defined as a lack of leadership and is the most inactive behaviour. Bodla and Nawaz (2010) have defined laissez-faire as representing the absence of a transaction with respect to leadership. The leader avoids decision-making and abdicates responsibility.

Paul Kirkbride the president of the Full Range Leadership Limited in the UK suggests that there are leadership styles that are useful for stabilized organizations but are less useful for those organizations undergoing environmental turbulence or rapid transformation. According Kirkbride (2006) the full range leadership model attempts to illustrate the entire range of leadership styles from non-leadership to the more transformational styles. However, as mentioned in Avolio (1999 as cited by Ramjee, 2012) the full range leadership model does not attempt to cover all dimensions of leadership. It is merely a model that ranges from avoidant/passive leadership styles to a highly charismatic role model leader. In addition, according Kirkbride (2006) the strength of the full range leadership model is that it explicitly acknowledges that managers are likely to adopt a whole palate of styles ranging from non-transactional, through transactional to transformational. Antonakis and House (2014) mention that the full-range leadership theory has been extended to actively apply to a much wider array of disciplines, as opposed to just psychology. In addition, most of the FRL studies have relied on the MLQ as it is still the best-known and validated measure of the theory. The aim of this present study is to evaluate the perceived leadership styles of supervisors at RBCT using this validated measure of leadership styles.

2.3 TRANSFORMATIONAL LEADERSHIP:

Edwards et al. (2012, p.369) suggest that transformational leadership is amongst the most examined areas of leadership. Ghadi, Fernando and Caputi (2011) extend this view as far as denoting it as the most dominant of paradigms in contemporary leadership literature. According to Edward et al. (2012) transformational leadership relates to a leader's ability to transform how employees feel about themselves, which in turn translates into performance standards that go beyond expectation. Iscan, Ersari and Naktiyok (2014) comment that transformational leadership is significantly effective in achieving a competitive advantage, even during uncertain external environments.

The transformational leader as mentioned by Kirkbride (2006) has individualized consideration as the first behavioural style. Antonakis and House consider the inception of this behavioural style as founded on the bi-factor model and further suggest its adequate representation in Bass's full-range leadership theory (Antonakis & House 2014). This behaviour is associated with the leader demonstrating some level of concern for his or her followers. The followers are given individual attention and the leader is receptive to both their concerns and ideas. Intellectual stimulation is the second "I" of the four transformational "Is". In intellectual stimulation, followers are motivated to think through issues and problems for themselves and thus develop their own thinking abilities.

Inspirational motivation and idealized influence are the last two "Is". In inspirational motivation, leaders articulate the vision of the organization in an exciting manner and are able to motivate followers to superior performance. The final behavioural style refers to a leader who has become a role model or an idealized influence due to certain traits they demonstrate. Charisma and morality are amongst some of these traits that followers admire and aspire to. Tyssen, Wald and Spieth (2014) echo the importance of charisma in transformational leadership, however do warn toward the negative connotation that entails charismatic leaders taking advantage of subordinates due to the discovery that the subordinates identify with the leader (idealized influence). The authors warn that the full-range theory doesn't consider this angle, particularly when the subordinates have differing goals to those of the organization anchored by the supervisors.

The transformation process is, according to Ghadi et al. (2011), not simple. Avolio (2009 as cited by Ghadi et al. 2011 p.532) advised researchers that the process may demand more examination. Yukl (1994, p.351 as cited by Ghadi et al. 2011) proposes a 3-step plan for the transformation:

1. *Ensure awareness of the importance of task outcomes*
2. *Attempt to transcend self-interests to those of the organization*
3. *Activate the higher-order needs of the employees*

This is the conducive environment that Ghadi et al. (2011) prescribes will assist in the energizing of subordinates to go beyond their own self-interests in attempt to contributing to the organization's overall performance.

2.4 TRANSACTIONAL LEADERSHIP:

Transactional leadership has three main traditional managerial styles. The first is contingent reward (CR), a classical transactional style in which the leader sets clear goals and objectives either openly or by inference accompanied by the available rewards. According to Deluga (1990) an agreement that is either implicit or explicit is reached between the leader and the follower. Passive and active management-by-exception (MBE) are the last two contrasting management styles. Active MBE is a proactive approach that monitors any deviations or problems and attends to the early alarming signs. Followers exposed to this style learn not to avoid mistakes by sweeping them under. Passive MBE refers to a process of getting involved only when it is an exceptional case. Leaders exercising this style are said to possess laissez-faire characteristics under normal conditions. The action is only taken when the organization is in a destabilized condition (Kirkbride 2006). Antonakis and House (2014) mention that Bass's ideas on transactional leadership style were a combination of House's Path-goal theory and equally, the "initiating structure" component of the bi-factor model.

Deluga (1990) views leaders and subordinates as bargaining agents involved in an exchange process grounded on mutual benefits. The author explains that the bargaining process stems from the leader's advantageous exposure to vital information and or the subordinate's rare skill of solving organizational problems. Both of these positions, according to Deluga (1991) offer the leader and or subordinate some relative leverage that is necessary for negotiations. According to Loi, Lai and Lam (2012) supervisors are salient figures that are representative of the organizations and may be in a position whereby they have access to information relating to the organization that the employees may lack. Tyssen et al. (2014) refer to this bargaining exchange as the underlying assumption that transactional leadership dimensions are based upon. Moreover, Tyssen et al. (2014) comment that the contingent reward behaviour does not require, necessarily, a historical relation to exist between the leader and the subordinate. The authors argue that this can be exercised or demonstrated even in the context of a short-term project environment. The applicability is not dependent on the length of the relationship.

2.5 LAISSEZ-FAIRE:

Hinkin and Schriesheim (2008) comment that laissez-faire leader behaviour has no relation to how the follower performs. The authors suggest a lack of clarification regarding which laissez-faire behaviour has the most significant impact on subordinates. However, in the same vein, avoidance of responsibilities; lack of engagement with issues; absenteeism; no follow-up; a diminished capacity to express views and a delayed or lack of response, have all been associated with laissez-faire leadership behavioural patterns (Hinkin & Schriesheim 2008). Hinkin and Schriesheim (2008, p.1235) mention their disappointment at the lack of research attention afforded to laissez-faire “non-leadership” styles.

Hinkin and Schriesheim (2008) zero in on the lack of response from the leader by elaborating on two perspectives. Firstly, the omission of punishment through a leader failing to respond to undesired behavioural patterns displayed by the subordinates. Secondly, the failure to reinforce desired outcomes by omitting rewarding schemes. According to Hinkin and Schriesheim, omitting rewards has proven to cause a decline in performance with time, thus denoting this behaviour as an undesirable leadership style with negating effects.

In contrast however, Petrock (1978 as cited by Hinkin and Schriesheim 2008) demonstrates some hesitation in deeming the lack of response to undesired behaviour demonstrated by the subordinates, as a reflection of poor leadership. The argument brought forth by the author suggests that subordinate performance may be due to environmental factors beyond their locus of control. In this instance, a lack of response from the leader is warranted by the fact that the subordinate may not necessarily feel responsible for the undesirable outcome, and thus this leadership style is deemed equitable and just in this moment (Hinkin & Schriesheim 2008).

Skogstad, Einarse, Torsheim, Aasland and Hetland (2007) denote laissez-faire as a destructive leadership style. According to Skogstad et al. (2007) laissez-faire style of leadership is not merely premised on the absence of leadership, as defined by Bass and Avolio (1990), but equally, as mentioned by Skogstad et al. (2007), entails failure to fulfil the expectations of superiors and subordinates. This process induces the development of work stressors such as role conflict, ambiguity and co-worker conflict that ultimately impacts performance.

2.6 LEADER AND SUBORDINATE RELATIONSHIPS:

According to Hennequin (2007) a number of researchers consider blue-collar workers who do not have a supervisory role as not having and wanting to have a career. The scholar further suggests that even if these workers would be dissatisfied with their work, they would go on about it just to earn a living. Blue-collar workers occupying low level positions are often considered to have jobs as opposed to having careers. These jobs more often than not, do not afford these workers with opportunities to progress upwards into bureaucratic careers (Hennequin 2007). Hennequin (2007) depicts the impact of leadership by mentioning that blue collar workers face the challenge of their work only being recognized by management to the extent that it contributes to the overall performance of the working group. Furthermore, organizational structures impede a sense of independence for blue collar workers by eliminating the possibility of blue-collar workers delegating tasks.

Stum (1999) postulates that employee commitment reflects the quality of the leadership in the organization. Desirable organizational outcomes are usually associated with transformational leadership. These outcomes usually include extra efforts. Popper, Mayseless and Castelnovo (2000) reported a positive correlation between transformational leadership and attachment. According to Bass and Avolio (1994) transformational leaders' impact on organizational commitment of workers by motivating employees to be innovative and take part in decision-making, as mentioned above by Hennequin (2006), this appears to be lacking for workers in non-supervisory roles.

Becker (1996 as cited by Cheng et al. 2015) introduces the aspect of proximity regarding the interaction between a leader and a subordinate. The author supports that a more proximally-local interaction (supervisor-employee) results in a stronger influential position for supervisors in terms of the subordinates' attitudes and behaviours. Antonakis and House (2014) reiterate that with regards to the full-range leadership theory, the *raison d'être* was to surpass the traditional leadership practice premised on social and economic exchange and attempt to explain how leaders create commitment and superior performance. This present study considers the immediate supervisor.

Top, Oge, Atan and Gumus (2015) mention an interesting concept called subordinate response (SR), one which is premised on three dimensions. The first dimension, as outlined by Top et al. (2015), is identification and imitation, and entails identifying with and respecting the supervisor's values and behavioural patterns. Transformational leadership, as outlined earlier in this chapter, has a similar component referred to as 'idealized influence'. The second SR dimension is compliance without dissent. This dimension entails subordinate obedience towards the commands made by the supervisor.

The last dimension is somewhat similar to the concept of normative commitment by Meyer and Allen. According to Top et al. (2015), gratitude and repayment constitute the third and last dimension and focus on how the benevolence demonstrated by the supervisor, influences the subordinate to strive to reciprocate or repay the deed to the supervisor. It may extend to the point of self-sacrifice on part of the subordinate. Top et al. (2015) concluded that there is evidence of an emotional perception between subordinate response (SR) and organizational commitment (OC). Moreover, this occurs when employees perceive their supervisors as demonstrating both relational (transformational) and task-oriented (transactional) behaviours.

2.7 OPERATIONALIZATION OF THE FRL MODEL:

Smith et al. (2004) in their review of the full range leadership development further conducted some research on gender stereotypes and full range leadership. Maher (1997 as cited in Smith et al 2004), conducted a few studies using a modified version of the Multifactor Leadership Questionnaire. The research focused on the relationship between gender stereotypes of transformational and transactional leadership and ratings of actual managers on these styles. Maher found no significant differences between male and female leaders on both transformational and transactional leadership. However, female leaders exhibited less laissez-faire behaviour than male leaders. Rosener (1990 as cited in Smith et al. 2004) conducted a similar study seeking a leadership description of female and male leaders. The MLQ used in this study projected significant differences with regards to the use of transformational behaviours. Females scored higher than males in transformational leadership except on the intellectual stimulation that depicted no significant difference. The coal terminal in Kwazulu-Natal has four shifts with three male shift managers and one female shift manager.

Gender and leadership research according to Barbuto, Fritz, Matkin and Marx (2007) requires the use of more complex research designs such as an inclusion of contextual variables. In Barbuto et al. (2007) study, three variables were examined as predictors of full range leadership. The effects of gender, education and age of the leader on the followers' perceptions. Community development leaders were asked to distribute the MLQ (rater version) to their followers the findings were such that in terms of the leader's age 46+ years age group was rated the highest for transformational leadership. The lowest ratings for transformational leadership were in the age group of 36-45 years. The level of education of the leader depicted results with regards to individualized consideration. The leaders with advanced degrees were perceived to exhibit the highest level in this subscale. At the secondary schooling level, followers rated females as more likely than males to favour management by exception behaviours. A subscale of transactional leadership. Men at this level were rated higher in favour of transformational leadership under the subscales inspirational motivation, idealized influence, intellectual stimulation and individualized consideration. Age and gender combined produced no impact on the leadership styles.

Avolio, Dionne, Atwater, Lau, Camobreco, Whitmore and Bass (1996) conducted research in the Virginia Military Institute to investigate the antecedent predictors of a Full Range of leadership and management styles. The antecedent measures included personality, ability, temperament, interpersonal style, experience and physical fitness. The findings were generally consistent for both superior and subordinate ratings although the collection of questionnaires was done in different time periods. Positive relationships were obtained between physical fitness and the transformational leadership behaviour.

Spinelli (2006) embarked on a research journey to validate the applicability of Bass and Avolio model of transformational, transactional and laissez-faire leadership in a hospital administrative setting. Motivated by health care challenges of operational pressure, quality and cost-effectiveness Spinelli (2006) conducted this study to specifically determine the correlation between the transformational, transactional and laissez-faire leadership styles of health care CEOs as perceived by their subordinate managers. Spinelli (2006) utilized the MLQ and had leadership as an independent variable and a combination of three factors as the dependent variable; these factors were satisfaction with the leader, extra effort and perceived leader effectiveness.

The findings depict a relationship between leadership and the outcome factors were stronger and more positive for transformational leadership than the transactional styles and laissez-faire. Contingent reward correlated less positively with the outcomes. Both active and passive management-by-exception and the laissez-faire correlated negatively with the outcome factors. Spinelli (2006) findings are consistent with Bass and Avolio's reported research. Spinelli (2006) concluded that the full range leadership model is applicable to a health care setting as subordinate managers perceived their CEO as possessing both transactional and transformational qualities. The applicability of the model in a logistics setting will be evaluated in this present study.

Bodla and Nawaz (2010) researched the education sector in Pakistan. These scholars, motivated by the scarcity of work done to examine the full range leadership model on teaching faculty, conducted a study in both the private and public sectors. The study examined the leadership styles of employed faculty members. The self-rating MLQ was administered to 256 faculty members. The response rate for the public sector was 31% and 54% for the private sector. The findings depicted that the employees in both sectors have the same degree of transformational leadership. The public sector teaching faculty members demonstrated a higher degree of transactional leadership than those in the private sector. Same levels of laissez-faire styles were retrieved from the data from both sectors.

The present study utilized the MLQ to evaluate the applicability of Bass and Avolio's (1990) full range leadership model in a logistics setting. The rater version was administered to the employees to rate their immediate supervisors.

2.8 CONCLUSION:

The full range leadership model by Bass and Avolio has been extensively studied in differing contexts. This chapter briefly introduced the history of Bass and Avolio's approach to the contemporary leadership field of study. A field of study that the authors popularized by integrating existing schools of thought relating to transactional (task-oriented) and transformational (relational). The literature presented in this chapter has provided an overview of the model as it has been applied to varying contextual settings.

This chapter briefly outlined some insight on the relationship between the leader (supervisor) and the follower (subordinate) as it has been described from a blue collar worker perspective. The supporting literature that focused on this relationship and how it is quantified by the authors.

CHAPTER III: ORGANIZATIONAL COMMITMENT

3.1 INTRODUCTION:

Meyer and Allen (1991) proposed a new conceptualization of commitment that went beyond the existing attitudinal and behavioural commitment. These researchers argue that commitment, as a psychological state, is composed of at least three components. The first component is a desire (affective commitment), the second one is a need (continuance commitment) and lastly an obligation (normative commitment) to remain employed in the organization. Meyer and Allen (1991) the creators of this reconceptualization suggest that each of these three psychological states have different antecedents and differing implications for on-the-job conduct.

During the 70s and 80s the nature of commitment had been such that attitudinal and behavioural perspectives were considered. This is the definition Mowday et al. (1982 as cited in Meyer and Allen 1991) proposed:

“Attitudinal commitment focuses on the process by which people come to think about their relationship with the organization. In many ways it can be thought of as a mind set in which individuals consider the extent to which their own values and goals are congruent with those of the organization. Behavioural commitment, on the other hand, relates to the process by which individuals become locked into a certain organization and how they deal with this problem (Mowday et al. 1982, p.26).”

A decade later, Meyer and Allen proposed a model for commitment. The motivation driving the reconceptualization was premised on the realization by Meyer and Allen that the psychological state mentioned by Mowday et al. (1982) need not necessarily be restricted to value and goal congruence. This was the fundamental difference in perspective between Mowday et al. (1982) and Meyer and Allen (1991). According to Meyer and Allen (1991) this psychological state can reflect a desire, a need, and or an obligation to remain in the organization. Initially, in 1984 Meyer and Allen only differentiated between two forms of commitment, affective and continuance commitment. It was only in 1991 that normative commitment was introduced.

This model is premised on three mind-sets that explain three components of commitment; - affective, continuance and normative commitment. Affective commitment is an emotional attachment to the organization and continuance commitment deals with the perceived costs associated with leaving the organization. Normative commitment emerges from a perceived feeling of obligation to the organization. Each of these three components according to Meyer and Allen (1991) represents a description of an individual's attachment to an organization. Cheng, Jiang, Cheng, Riley and Jen (2015) comment that organizational commitment is considerably the most imperative and studied organizational research variable due to its positive association with outcomes such as; reduced turnover, reduced absenteeism and improved job performance. All which are desirable for any organization.

The focus of this study is on this organizational commitment as a three component concept that represents the relationship between an employee and his immediate leader (supervisor).

3.2 AFFECTIVE COMMITMENT:

The employee's emotional attachment to, identification with, and engagement in the organization; -this is how Meyer and Allen (1991) define affective commitment. According to these scholars, three crucial parameters build the concept of affective commitment: firstly, the formation of that emotional attachment to the entity, secondly, identification with the goals of the organization and lastly, the desire to maintain employment to the organization. The second parameter outlining the identification part entails some congruence between the values of the organization and those of the employee. Mowday et al. (1982) maintains a similar stance regarding attitudinal commitment.

About a decade before Meyer and Allen's conceptualization of the three component model, Mowday Steers and Porter (1979) defined affective commitment as willingness of the employee to give of something with the objective of contributing to the well-being of the organization. In 2001 Meyer and Herscovitch suggest that most studies have realized that affective commitment correlates with a number of positive employment outcomes including low absenteeism and citizenship behaviour. Employees who demonstrate affective commitment remain employed in the organization because they desire to be. Loi, Lai and Lam (2012) mention that this component of commitment continues to be the major focus of research. Moreover, quite a substantial amount of research has demonstrated the pivotal role of the supervisor in influencing the affective commitment of the subordinate.

3.3 CONTINUANCE COMMITMENT:

According to Becker (1960 as cited in Powell and Meyer, 2004) an employee continues to be employed in an organization due to accumulated investments and thus views leaving the organization as costly. These investments may take the form of non-transferable skills, time, friendships built at work and some political deals. This is the side-bet theory, the theory that Meyer and Allen (1991) used as a foundation for conceptualizing continuance commitment. Romzek (1990) remarked that workers usually estimate the investments made by an organization. That which has been injected into the organization accompanied with that which may be gained if employment is retained. Consistent with Becker's side-bet theory, Romzek (1990) included special retirement plans, special skills and close working relationships as some of these investments (Powell & Meyer 2004). Becker's side-bet theory is premised on the conceptualization that, committing to an organization, is a side bet that is made by the employee, which is of importance, as it becomes contingent upon continued employment in the workplace. This may include pension and seniority, to mention the least (Meyer & Allen 1991).

Meyer and Allen (1991) define continuance commitment as the perceived costs the employee associates with leaving the organization. The available employment options outside of the organization. Unlike affective commitment, in this commitment component the emotional attachment is substituted by the cost of leaving and the gains associated with remaining in the organization. The assumption made by the authors suggests that ,the process of recognizing the “sunk costs” associated with discontinuing employment is a conscious state of mind that is shaped by environmental conditions such as side bets. These thus pose implications for the behaviour of employees i.e. continued employment (Meyer & Allen 1991, p.66).

3.4 NORMATIVE COMMITMENT:

Meyer and Allen (1991) mention that this type of commitment has received the least amount of attention. Normative commitment reflects a feeling of obligation to remain employed in an organization. Analysing the three components, normative commitment according to Meyer and Allen (1991) has received the least attention from researchers. Randall and Cote (1991) define this obligation as a moral obligation. The organization has invested on me as an employee and thus I feel morally obliged to maintain membership.

The major precursor of this component of commitment according to Randall and Cote (1991) comes from the difficulty experienced by the worker in reciprocating the investment made by the entity to the employee. The main difference as mentioned by Meyer and Allen (1991) between affective and continuance commitment is the sense of duty attached to continuance commitment. “It is in my duty to serve the entity, I ought to do so (Meyer & Allen 1991, p.66).”

3.5 THE THREE-COMPONENT MODEL:

Meyer and Allen (1991) declare that common to these three approaches to organizational commitment; affective, continuance and normative, is the perspective that commitment is a psychological state (mind-set) which firstly, characterizes the relationship the employee has with the organization, and lastly influences the decision taken to either continue or discontinue employment. Using Meyer and Allen’s three component model, Parish et al. (2008) expands further on these three components. To better understand these components it is argued that affective refers to employees staying with the organization because they want to, continuance relates to employees that remain with the organization because their need to and normative commitment explains those employees that stay with the organization because they ought to.

Meyer and Allen hence consider it appropriate to refer to the model as a three-component model as opposed to the three types of commitment. The authors believe the latter suggests that the three forms of commitment are mutually exclusive. Contrary to this, Meyer and Allen suggest that at any one time an employee may experience all three components of commitment at varying degrees (Meyer & Allen 1991).

Furthermore, the authors comment that given the differences in the underlying principles of each of the three components, it appears as though the development of these components is subject to differing antecedents (Meyer & Allen 1991). The subsequent section outlines in detail, the antecedents of each component.

3.6 ANTECEDENTS OF THE THREE COMPONENTS:

3.6.1 AFFECTIVE COMMITMENT:

The antecedents of affective commitment are categorized as follows; 1. Personal characteristics, 2. Structural characteristics and 3. Work experiences (Meyer and Allen 1991).

Personal characteristics: according to Meyer and Allen (1991) these personal dispositions include but are not limited to, the need for affiliation, achievement and autonomy. The authors suggest that the satisfaction of the employee's higher-order needs is of absolute importance in this category (Meyer & Allen 1991).

Structural (organizational) characteristics: these characteristics include the formation of policies and procedures, coupled by the decentralization of decision-making (Meyer & Allen 1991). The authors comment that although a few studies have focused on this area of inquiry, there is evidence that affective commitment relates to these characteristics.

Work experiences: as outlined by Meyer and Allen (1991), with reference to this antecedent, there is an assumption that is made by the authors. The authors assume that the employee's commitment develops as a function of on-the-job experiences that are congruent with the employee's values. These experiences, equally, must satisfy the needs of the employee. The authors outline some of these experiences which relate to affective commitment as; equitable reward distribution, support from the organization, role clarification, the opportunity of self-expression and supervisory that is considerate (Meyer & Allen 1991).

3.6.2 CONTINUANCE COMMITMENT:

Following on the discussion of Becker's side bet theory; which forms the basis of continuance commitment, Meyer and Allen (1991) outline that almost anything that increases the perceived cost of employment discontinuation is an antecedent. According to Meyer and Allen (1991) the continuance antecedents that received the most attention are investments, side-bets (pension, seniority) and the presentation of alternatives.

Meyer and Allen present a challenge regarding the testing of Becker's side-bet theory. The theory becomes challenging to examine due to the differences in perceived costs for each individual (Meyer & Allen 1991). In attempt to test the theory, Meyer and Allen make the assumption that side bets increase in number and magnitude as time spent in the organization elapses. Side-bets may take many forms, which contribute to the difficulty of testing this model; however so, these side bets have been accepted to be work and or non-work related (Meyer & Allen 1991):

1. **Work related:** losing attractive benefits and losing seniority.
2. **Non-work related:** family displacement and the disruption of personal relationships.

Although, with the assumption made, Meyer and Allen questioned if side bets accumulated with age and tenure. The argument, as posed by the authors, is that a more experienced and aged employee may be in a better position to source other employment (Meyer & Allen 1991). The position may be less favourable for a younger and less experienced counterpart. Another variable considered to influence continuance commitment is the decreasing attractiveness of alternate sources of employment (Meyer & Allen 1991).

3.6.3 NORMATIVE COMMITMENT:

Wiener (1982 as cited by Meyer and Allen 1991) outlines that this component of commitment may develop through pre-employment pressures from familial or cultural socialization. According to the author, this may entail a parent who stress to his or her children, the importance of demonstrating loyalty to your employer and any role model figures in the community. From an organizational level, the socialization of the organization may duly influence the normative commitment of an individual through the advancement of rewards/benefits prior to employment. This may include the organization bearing the costs of the individual's tertiary education tuition or the facilitation of costly pre-entry job training (Meyer & Allen 1991). In addition, the organization may thus relay to the new hires the importance of loyalty.

Scholl (1981 as cited by Meyer and Allen 1991) suggests that organizational socialization may induce a sense of indebtedness that causes employees (new hires) to reciprocate the investment through loyal commitment to the organization, until such a period whereby the debt is repaid. According to Meyer and Allen (1991, p.78) the notion of reciprocity is found in literature for both affective commitment and normative commitment. The underlying difference however is that, affective commitment is described as a desire to contribute to the well-being of the organization whereas, with normative commitment, the motive is to do what is deemed as "right" through obligation (Meyer & Allen 1991).

3.7 OPERATIONALIZATION OF ORGANIZATIONAL COMMITMENT:

According to Parish et al. (2008) the three component concept has been studied before in a specific contextual setting. Herscovitch and Meyer 2002 proposed this model in the context of organizational change. Affective commitment definition then became a desire to support a change in the organization; continuance commitment is facilitated by recognition of the costs associated with the resisting change; and normative commitment emerges from a sense of obligation to be supportive to the change.

This study of organizational commitment in an organizational change setting is relevant to the present study. As Herscovitch and Meyer's research focused on commitment as a variable in organizational change, this present study will focus on commitment as a variable in the context of the leadership behaviour exerted on the employees.

Nyengane (2007) investigated the relationship between leadership styles and organizational commitment in the South African Electricity Industry. The Eastern region of Eskom covering the majority of Kwazulu-Natal study was sampled from 86 leaders and 334 raters using both the MLQ and OCQ. The overall findings of Nyengane (2007) research illustrated a weak positive relationship between transformational leadership and organizational commitment. The findings also demonstrated a significant weak positive relationship between continuance commitment and transactional leadership behaviour. Affective commitment and normative commitment demonstrated no significant relationship when correlated with transactional leadership behaviour. A weak negative correlation between affective commitment and laissez-faire was reported while no relationship was significant with normative and continuance commitment for this leadership style.

A comparative study of leadership style fostering commitment to product quality in the manufacturing industry was conducted by Manda (2013) in the private sector steel industry of Gauteng. The study looked into two business units (A and B). The employee commitment dimensions used were those of Balfour and Wechsler (1996 as cited in Manda 2013) (1) identification commitment, (2) affiliation commitment and (3) exchange commitment. The leadership styles were measured using the MLQ of Bass and Avolio.

The findings revealed that transformational and transactional leadership styles were dominant in both units. Unit A used transformational leadership more often by a slight margin. Transactional leadership was overly used in both units. Unit B overused laissez-faire. In the commitment results, identification commitment was the most dominant organizational commitment style. It was followed by affiliation and the exchange commitment. According to Manda (2013) employees desire to work for the units was more than just a need and or an obligation.

Somers (2009) sampled 288 hospital nursing staff to ascertain the combined influence of affective commitment (AC), continuance commitment (CC) and normative commitment (NC) on employee retention, withdrawal behaviour and psychological stress. This was done to determine the patterns of commitment that are either beneficial or detrimental to organizations. Turnover intentions; job search behaviours; absenteeism and lateness and job stress were the variables considered in this study. Somers (2009) argued that most research on commitment has focused on testing its antecedents and/or consequences. The combined groups were AC-NC dominant and CC-NC dominant.

The findings demonstrated that the AC-NC dominant group had the strongest intention to stay with the organization. However, these results did not hold for job search behaviours. In both commitment groups there were no differences observed in lateness (withdrawal behaviour). Unexpectedly according to Somers (2009) was the results observed for levels of absenteeism. The CC-NC dominant groups displayed the lowest levels of absenteeism while AC-NC dominant groups exhibited the highest levels of absenteeism. Psychological stress (job stress) levels were lowest for AC-NC groups. According to Somers (2009) these findings suggest that the AC-NC dominant groups offer the most benefits to organizations with respect to employee retention, employee levels of stress and citizenship. Potentially, some negative effects may reside in CC dominant groups however; high AC and NC dominance may mitigate this effect with regards to employee retention.

3.8 THE COMMITMENT OF BLUE COLLAR WORKERS (SHOP FLOOR):

Blue-collar workers management remains a major concern for organizations. Work behaviours and attitudes are critical in the turbulent business world of today. As Hennequin (2007) argues, it is thus critical for organizations to have an appreciation of what criteria these workers use to value their own success in the business.

Almost as far back as four decades ago, blue collar workers were of interest to a number of researchers including Dubin, Champoux and Porter (1975) who sampled 1014 male and female blue-collar workers from a banking and telecommunication firm. The aim of this study addressed the major issue of how centrality of an organization in the orientation of a person is related to that individual's commitment to the institution. Dubin *et al.* (1975) define centrality as that portion of life space in which individuals focus their life interests. The study focused on how this centrality in blue-collar workers relates to their commitment to their organization. The central life interest (CLI) was measured using the Dubin (1956) CLI questionnaire. The organizational commitment concept used in this study was that of Porter and Smith (1970, p.2) which defines organizational commitment as: "a highly committed person will indicate: (1) a strong desire to remain a member of the particular organization (2) a willingness to exert high levels of effort on behalf of the organization and (3) a definite belief in and acceptance of the values and goals of the organization."

The results of the study depicted a high increase in the level of commitment for those workers who are job-oriented (CLI). The inverse was demonstrated for non-job-oriented workers. These employees depicted the lowest levels of commitment to their employing organization. Dubin et al. (1975) predicted that the level of commitment would be indeterminate among blue collar workers with a flexible focus in their central life interests (work-home-community).

The results were consistent with the prediction with equal percentages reflecting on each category of organizational commitment. It was thus concluded that blue-collar workers with job-oriented CLI see features of their work situation as more attractive as opposed to their non-job-oriented counterparts. Workers with non-job orientations are selective in what attracts them to their work environment and lastly the flexible CLI workers depicted the greatest variability in their evaluation of the attractiveness of their work environment. With reference to variance, Becker (1992 as cited by Cheng et al. 2015), employees demonstrate varying foci of commitment i.e. commitment to top management, supervisor and workgroup. This, according to Becker accounts for the unique and varying organizational behaviour of employees relating to job satisfaction and the intention to leave.

Loi et al. (2012) advocate that the supervisor's commitment to the organization affords imperative social cues to the subordinates. Cues which help subordinates to make meaning of their relationship with their entity. The authors comment that the actual level of the supervisor's commitment to the organization may influence the subordinate's level of commitment, which will subsequently usher in a sense of performance and extra-role efforts.

In Pond and Geyer's (1991) study, 70 blue-collar workers were sampled. The research focused on whether the age of employees moderates the relation between job satisfaction and perceived work alternatives in blue-collar workers in the textile industry. The findings demonstrated evidence of a weak and negative relationship in older workers between perceived work alternatives and measures of job satisfaction. Younger employees illustrated a stronger relationship than the older employees. The study considered older employees as those who are 50 years, and younger as those who are 20 years of age. Pond and Geyer (1991) suggest that when evaluating job satisfaction, organizations need to consider the characteristics of the work force. These characteristics include but are not limited to, work experience, work values and types of attachment to work. The Scholars believe, for a work force to be optimally employed, these characteristics should be critically examined as they may provide some significant insights to the organization.

3.9 CONCLUSION:

The organizational commitment chapter outlined the definitions that led to the inception of the Meyer and Allen three component model of commitment. This chapter elaborated on these components, together with their respective antecedents as reported by the authors. Moreover, the organizational commitment questionnaire (OCQ) was briefly discussed in different contextual settings, as it is operated as an instrument measuring commitment.

A significant section of the chapter reviewed the concept of commitment as it has been reported to influence a number of organizational and individual outcomes. These outcomes include without limitation; absenteeism, stress levels, job satisfaction, central-life interests, turnover and retention and corporate-citizenship. In the same vein, leadership styles have been reported in this third chapter as organizational dimensions that have the potential to influence the commitment of the workforce.

The subsequent chapter reports information relating to the methodology of the study. This present chapter reviewed some literature on shop-floor (blue collar workers) in the context of commitment and its antecedents. The present study is targeted at evaluating the commitment of RBCT's blue-collar workers to their organization.

CHAPTER IV: RESEARCH METHODOLOGY

4.1 INTRODUCTION:

Kelly (2011) suggests that any research strategy has implications for the method of data collection, analysis and most importantly research design. This research methodology chapter addresses the overall approach of the study. It is dedicated to elaborate on the research design which is inclusive of; (1) sample description, (2) variables identification and (3) data collection. This chapter details the strategy of enquiry that begins with a paradigm stance and goes all the way to a design and collection phase.

Babbie and Mouton (2004 as cited in Nyengane 2007) outline three types of social research method that are evident in literature. These are explanatory research, descriptive research and exploratory research. Babbie (2014) suggests that exploration studies are extremely valuable in social science research and constantly yield new insights. An exploratory study is one in which the researcher satisfies his desire to better understand an interest, and more importantly to establish the feasibility of conducting a more extensive study (Babbie 2014). The present study examines the correlation between two variables. This position of inquiry, according to Babbie (2014) does not necessarily imply that a causal relationship exists between the variables, hence the stance adopted by this study; to explore the correlation and recommend the possibility of a causal relationship enquiry for future research.

This research project is premised at exploring a relationship. According to Kelly (2011) social research, that accepts the social world consists of contingent relationships between well-defined concepts, follows a quantitative approach, an approach that is variable-centred. In the present study, this quantitative approach used two separate instruments; (1) the multifactor leadership questionnaire and (2) the organizational commitment questionnaire. These instruments will be administered to a representative sample of employees in non-supervisory positions across main departments of the organization.

A section of this chapter is attributed to reviewing literature that supports the use of these instruments, together with the motivation underlying the selection of these questionnaires. The research goal and hypotheses are presented in this chapter. The concluding sections of this chapter briefly outlines the research variables and the relevant methods of data analysis in the present study. Finally, in order to assure ethical standards and ethical issues related to the involvement of human subjects as research participants will be outlined and considered.

4.2 RESEARCH GOALS AND HYPOTHESIS:

The main goal of the current study is to investigate a relationship between full range leadership styles and the organizational commitment of non-supervisory employees of RBCT. The hypotheses presented below are concerned with the existence of a correlative relationship between the leadership style of the immediate supervisor and the organizational commitment of the subordinate to the organization. Therefore the hypotheses for this research are as follows:

Ho1: There is no statistical significant relationship between transformational leadership and affective commitment to the organization.

Ha1: There is a statistical significant relationship between transformational leadership and affective commitment to the organization.

Ho2: There is no statistical significant relationship between transformational leadership and continuance commitment to the organization.

Ha2: There is a statistical significant relationship between transformational leadership and continuance commitment to the organization.

Ho3: There is no statistical significant relationship between transformational leadership and normative commitment to the organization.

Ha3: There is a statistical significant relationship between transformational leadership and normative commitment to the organization.

Ho4: There is no statistical significant relationship between transactional leadership and affective commitment to the organization.

Ha4: There is a statistical significant relationship between transactional leadership and affective commitment to the organization.

Ho5: There is no statistical significant relationship between transactional leadership and continuance commitment to the organization.

Ha5: There is a statistical significant relationship between transactional leadership and continuance commitment to the organization.

Ho6: There is no statistical significant relationship between transactional leadership and normative commitment to the organization.

Ha6: There is a statistical significant relationship between transactional leadership and normative commitment to the organization.

Ho7: There is no statistical significant relationship between laissez-faire leadership and affective commitment to the organization.

Ha7: There is a statistical significant relationship between laissez-faire leadership and affective commitment to the organization.

Ho8: There is no statistical significant relationship between laissez-faire leadership and continuance commitment to the organization.

Ha8: There is a statistical significant relationship between laissez-faire leadership and continuance commitment to the organization.

Ho9: There is no statistical significant relationship between laissez-faire leadership and normative commitment to the organization.

Ha9: There is a statistical significant relationship between laissez-faire leadership and normative commitment to the organization.

Table 1: Showing the tabulated hypotheses as reported by Ramjee (2012):

| | Transformational Leadership | Transactional Leadership | Laissez-Faire | Affective Commitment | Continuance Commitment | Normative Commitment | |
|-----------------------------|-----------------------------|--------------------------|---------------|----------------------|------------------------|----------------------|---|
| Transformational Leadership | | | | Ha1 | Ha2 | Ha3 | Statistical Significant Relationship |
| Transactional Leadership | | | | Ha4 | Ha5 | Ha6 | |
| Laissez-Faire | | | | Ha7 | Ha8 | Ha9 | |
| Affective Commitment | Ho1 | Ho4 | Ho7 | | | | No Statistical Significant Relationship |
| Continuance Commitment | Ho2 | Ho5 | Ho8 | | | | |
| Normative Commitment | Ho3 | Ho6 | Ho9 | | | | |

4.3 DESCRIPTION OF RESEARCH DESIGN:

Kelly (2011) proposes some components of research design that are relevant to the present study. The initial component defines the scale of the research in terms of sampling. This is inclusive of the contextual setting of the overall research. The last component focuses on the data collections phases (Kelly 2011). Adams and Schvaneveldt (1985) further submit that a research design is a blueprint of the research project; a guidance on how data will be collected and interpreted. Mouton (1996) views a research design as a procedure of optimizing the validity of data for a given research problem. Figure 1 below depicts the research design of the current study.

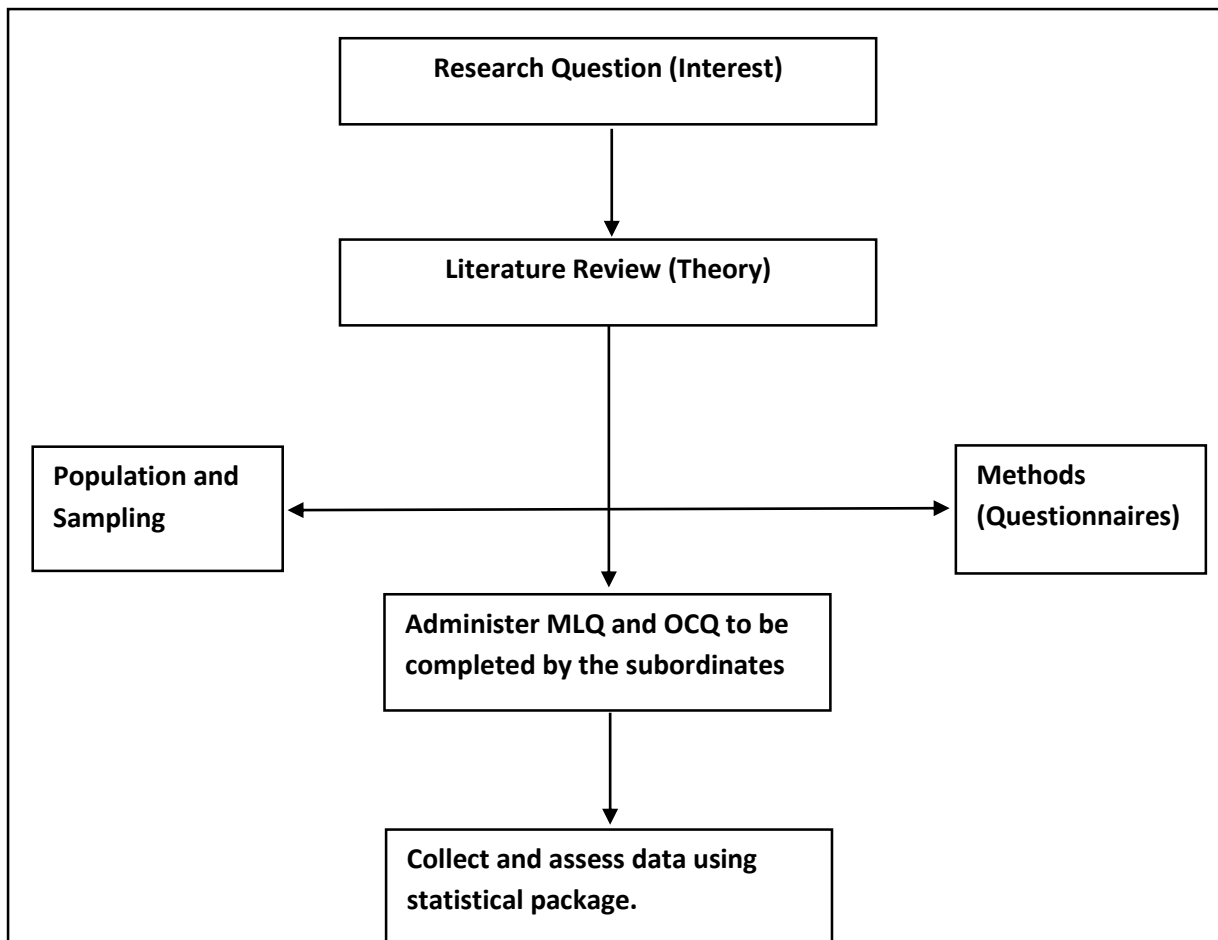


Figure 1: The diagram above depicts the research design outline of the present study. Source: Babbie (2014).

4.3.1 RESEARCH PARADIGM:

TerreBlanche and Durrheim (1999, as cited in Janse van Rensburg & Roodt, 2009) state that a research process includes two major dimensions; (1) epistemology and (2) methodology. According to Trochim (2006) the term epistemology, in Greek terms, refers to the philosophy of knowledge, this is how people come to know things. Methodology accepts a similar stance, the only difference, according to Trochim (2006) is that methodology in its nature is practical. Dunne, Kurki and Smith (2013) define a theory of science epistemology called positivism.

Positivism refers to a position that suggests that the goal of science is to observe and measure that which we experience (Trochim 2006). The positivist approach according to Dunne et al. (2013) supports acquisition of knowledge through ‘facts’ that can be experienced by human senses. Anything beyond this point, according to Trochim (2006) a positivist will uphold as impossible. The present study adopts a post-positivist approach that considers a possibility to go beyond and into the field positivism rejects as real. Post-positivist thinking, as mentioned by Dunne et al. (2013) suggests a social enquiry that runs deeper than the surface of observable reality (positivism).

Trochim (2006) suggests that post-positivists are critical realists, which means all observations are accepted to be fallible and that any theory may be revisable. The post-positivist research paradigm suggests that individuals are constructivists that construct the world through perceptions (Trochim 2006). This paradigm is consistent with the goal of this research, which is to explore the employees' perceptions of their immediate supervisor's leadership style.

4.3.2 SAMPLING:

Hittleman and Simon (1997) suggest that research which adopts a quantitative approach, measures variables on a sample of subjects. According to these authors, the relationships are usually expressed statistically as correlations, relative frequencies and or differences between means. Haque (N/A) defines sampling as the selection of some portion of an aggregate or totality with the intention of making an inference or a judgement.

There are multiple sampling methods, however for this study, probability sampling will be considered. Teddlie and Yu (2007) probability sampling comprises of three methods namely, 1. Random Sampling, 2. Stratified Sampling and 3. Cluster Sampling. For the purpose of this study, stratified systematic random probability sampling was applied. Haque (N/A) supports random sampling by suggesting that it is the best process of selecting a representative sample that is unbiased and affords equal opportunity for selection from a population.

The RBCT non-supervisory workforce was stratified according to the main departments (Maintenance, Services and Operations). RBCT workers not holding any managerial positions was the targeted population and these employees are approximately 241 in the Coal Terminal (du Preez, 2012). These employees are a combination of maintenance technicians, operators and service providers. For the purpose of this study, 50% of the population was targeted. The 120 sample non supervised employees were subjected to a systematic random sampling technique.

Barreiro and Albandoz (2001) raise an imperative caution regarding the sampling process. The authors suggest that a conclusion about the parameters of the population is only as good as the sample, any inappropriate selection of the elements of the sample can jeopardize the study. Prudence in probability sampling provides for a group of respondents whose characteristics may be acceptable as reflective of the larger population (Barreiro & Albandoz 2001). An effort was made in this present study to ensure that all participants hold non-supervisory positions in the organization. This was done in order to actively maintain the integrity of the research hypothesis.

Babbie (2014) suggests it is impossible to study all the members of the population that interests the researcher. The reasoning behind random probability sampling of only 50% of the workforce is consistent with the statement made by Babbie (2014).

In light of financial and time constraints, only the internal non-supervisory employees of the organization will be accepted as the population, all other stakeholders will be excluded from the study.

4.4 DESCRIPTION OF THE INSTRUMENTATION:

The present study deploys two instruments. The leadership style instrument is called the Multifactor Leadership Questionnaire (MLQ) and the employee commitment instrument is referred to as the Organizational Commitment Questionnaire (OCQ). Babbie (2014) outlines that the meaning of variables in any study is partly determined by the manner in which they are measured. The author qualifies survey questionnaires as appropriate for exploratory research purposes and especially more relevant for measuring attitudes and orientations in a large population (Babbie 2014).

Questionnaires, according to Babbie (2014) often assist the researcher in determining the extent to which participants maintain a particular attitude or perspective. The present study was focused on using the two instruments to measure the extent of the employees' perceptions of their immediate supervisor's leadership style and the employees' own commitment to the organization. The two instruments contain close-ended statements. The motivation underlying the selection of structured questionnaires is as mentioned by Babbie (2014, p.263); "often the use of open-ended questions creates the possibility of misunderstanding the responses and thus a facilitation of research biasness". Although, according to Polivka and Rothgeb (1993 as cited in Babbie 2014) no research is immune to the possibilities of misunderstanding, the use of structured closed-ended questionnaires is an effort to minimize these possibilities.

4.4.1 THE MULTIFACTOR LEADERSHIP QUESTIONNAIRE (MLQ):

Brown and Chair (2003) present a timeline of the development of the MLQ. According to these authors, the initial version of the questionnaire was developed by Bernard Bass in 1985. This version contained 5 subscales of measurement inclusive of charisma, contingent reward, individualized consideration, intellectual stimulation and management-by-exception. Half a decade later, Bass and Avolio in conjunction, introduced a 6th subscale denoted as inspirational motivation (Brown & Chair 2003). In 1995, according to Brown and Chair (2003), the authors of the MLQ had included an additional three subscales to the instrument. Laissez-faire, idealised influence and active management-by-exception are the three subscales included to the latest version of the instrument (Brown & Chair 2003).

A number of researchers have studied the MLQ. Antonakis, Avolio and Sivasubramaniam (2003) defined the questionnaire as having nine distinct factors of leadership that it measures. Five transformational leadership factors, three transactional leadership factors and one non-transactional leadership factor. Muenjohn and Armstrong (2008) identified the factors as scales.

Five of these scales were characterized as transformational (idealized influence (attributed and behavioural), inspirational motivation, intellectual stimulation and individualized consideration). Three scales as transactional (contingent reward, active management-by-exception and passive management-by-exception). One scale was described as a non-leadership (Laissez-faire).

Bass and Avolio (1995) categorizes the 9 subscales of the instrument into three dimensions. Tabulated below are the dimensions with the allocated subscales:

Table 2: Dimension of the full range leadership model:

| Dimensions | Subscales |
|--------------------------------|---|
| 1. Transformational Leadership | Idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. |
| 2. Transactional Leadership | Contingent reward, active management-by-exception and passive management-by-exception. |
| 3. Non-Leadership | Laissez-faire |

This leadership style instrument according to Brown and Chair (2003), is self-scoring and makes use of 36 statements to measure the subscales. The rating is done using a 5-point Likert scale with anchors denoted as 0= not at all, 1= once in a while, 2= sometimes, 3=fairly often, 4= frequently, if not always (Brown & Chair, 2003).

According to Smith, Matkin and Fritz (2004) in most studies that use the MLQ transformational leadership behaviours and the transactional contingent reward behaviour have produced significant and positive relations to willingness of followers to exert extra effort and a sense of satisfaction with the leader on the part of the followers. Active management-by-exception projected slightly positive and neutral correlations to the above mentioned organizational outcomes. Passive management-by-exception and laissez-faire behaviours have been presented in a number of studies as negatively correlated to follower outcomes and considered the least constructive behaviours (Smith, Matkin & Fritz 2004). The organizational outcome of this present study is commitment. The perceived leadership style was correlated to the commitment of the worker to the organization.

Nyengane (2007) investigated a relationship between leadership styles and organizational commitment. The overall findings of Nyengane's (2007) research illustrated a weak positive relationship between transformational leadership style of the managers and the types of organizational commitment of the subordinates. The findings also demonstrated a weak positive relationship between the transactional leadership behaviour and the continuance commitment of subordinates. No significant relationship was found between transactional leadership behaviour and affective and normative commitment. A weak negative correlation between laissez-faire and affective commitment was reported while no relationship was significant with normative and continuance commitment. This present study adopted a similar research approach within a logistics facility.

4.4.2 ORGANIZATIONAL COMMITMENT QUESTIONNAIRE (OCQ):

Meyer and Allen (1991) initially considered two forms of commitment; affective commitment and continuance commitment. The third component was included at a later stage in the final version of the instrument as normative commitment (Meyer & Allen 1991). The instrument, just as the MLQ, is a self-scoring 5-point Likert scale questionnaire (Brown & Chair, 2003). There were earlier versions of the instrument that date back to 1984 (Brown & Chair 2003), however the final OCQ version has three scales namely affective commitment, continuance commitment and normative commitment, all of which have 8 items respectively.

Jaros (2007) suggests that the measure of commitment through the OCQ has become the dominating model in workplace commitment studies. Moreover, Miles and Mangold (2002) emphasize the advantage for organizations in knowing the overall nature of the workforce's commitment. According to these authors, team leader dynamics are crucial for team outcomes and may assist in the organization maximizing productivity and cutting costs on turnover.

In order to explore the three component model, this study considered organizational commitment as a dependent variable that can be influenced by an organizational parameter that is a leadership style. The organizational commitment questionnaire (OCQ) by Allen and Meyer was used to measure this variable. Bagraim (2004 as cited in Nyengane 2007) warranted the applicability of the questionnaire in a South African context. This illustrates the possibility of effective application in the South African coal logistics Terminal in Kwazulu-Natal. Mowday (1998) suggested that it has been over 25 years now since the concept of organizational commitment was born and that any researcher interested in this field of research should consider Meyer and Allen's model of Organizational Commitment.

4.5 RESEARCH VARIABLES AND DATA COLLECTION:

The present study has a dependent variable and an independent variable. The full-range leadership styles have been presented as the independent variable and the dependent variable is the employee's organizational commitment. The evidence of a correlative relationship is reported in this study. The variables have a questionnaire each and thus all participants received two instruments. It was communicated to the participants that the study is for academic purposes only and that participation is absolutely voluntary.

RBCT has three main departments, namely; shared services, operations and maintenance that constitute non supervised employees. Data collection instruments were personally administered by the researcher to the departments, together with a covering letter detailing the nature of the study. The employees were met in their meeting rooms by the researcher and questionnaires were given to every second employee in the group. The employees were advised to not include any personal information such as names and employees numbers

4.6 RESEARCH ETHICS:

There are ethical issues relating to human subjects in this study. The raters graded their immediate supervisors and to avoid any victimization, demotion and any other acts capable of impeding the promotion of the subordinates, the responses were anonymous. In order to protect the supervisors from victimization, demotion and any other acts capable of impeding their promotion, the respondents were not permitted to identify their supervisor in the instruments. The final copy of the dissertation will be made available to the organization free of participant details. Moreover, the researcher strictly adhered to demonstrating integrity in collecting and representing the data, whilst using the appropriate accompanying data analysis method.

4.7 DATA ANALYSIS:

The researcher manually scored each returned questionnaire using the scoring key of each instrument and manually inputted the data on an excel spreadsheet. Hereafter, the data was imported into SPSS package for correlative analysis, Cronbach alpha's reliability coefficient and hypothesis testing. The obtained results are displayed and described in the subsequent chapter.

4.8 CONCLUSION:

This research methodology chapter has outlined the research design the study adhered to-its *blue print*. Extending from its blue print; the chapter described the goal of the study together with the instrumentation that is deemed necessary by the researcher for data collection purposes. Furthermore, the ethical considerations are outlined in this chapter as it is necessary to protect the direct (subordinates) and indirect (supervisors) participants from any harm that may come from the conducting of the study.

The preceding two chapters have been grounded on the theoretical aspects of the concepts through the review of literature. This chapter is an overview of how the study will be operationalized in its context. The subsequent chapter will, in detail, present and described the results from the applied data collection methods and compare these outcomes to the hypotheses of the research.

CHAPTER V: RESULTS AND ANALYSIS

5.1 INTRODUCTION:

The preceding research methodology chapter outlined the operationalization procedures followed in the current study. The results analysis chapter, chapter five, begins with an indication of the response rate of the study. Thereafter, a review of the reliability and validity of the two instruments deployed in this present study is conducted. A section of the chapter is attributed to describing the statistical characteristics of the responses retrieved. These responses, hereafter, are subjected to further statistical scrutiny in an attempt to review the significance of the research question posed in the preceding chapter. The statistical method of interest is the Pearson correlation.

The correlations results at 95%-99% confidence level report a positive significant relationship between transformational leadership and affective commitment. This leadership style demonstrated no statistically significant relationship between it and continuance commitment and normative commitment.

Transactional leadership style reported no statistically significant relationships with all of the three components of organizational commitment. The two components namely affective and normative commitment, both reported a significant relationship with laissez-faire, whilst continuance commitment reflected insignificance

5.2 RESPONSE RATE:

In the present study the population was 241 non-supervisory employees. A systematic random sample of 120 participants was retrieved. A total of 56 completed questionnaires was realized, resulting in a response rate of 47%. This present study did not include the leader version of the MLQ as the study was targeting non-supervisory employees, hence no leaders were asked to take the questionnaires.

Table 3: Showing the population, sample and the obtained responses:

| | |
|---------------------|-----|
| Targeted Population | 241 |
| Sample | 120 |
| Responses | 56 |

5.3 RELIABILITY AND VALIDITY:

In a section on the criteria of measurement, Babbie (2014) defines reliability as having a repeated application of a techniques to the same object and yielding the same results after every attempt. Babbie separates the concept of reliability from validity by providing the validity definition stated below:

“A term describing a measure that accurately reflects the concept it is intended to measure (Babbie 2014, p.154).”

5.3.1 RELIABILITY AND VALIDITY: MLQ.

Antonakis (2001) reiterates the definition provided by Babbie by suggesting that validity refers to an instrument measuring what it purports to measure. According to Antonakis, the MLQ adequately represents the theory of full-range leadership. Babbie (2014) suggests that an instrument is said to have construct validity when it adequately represents a theory and or a theoretical relationship.

Muenjohn and Armstrong’s (2008) study mentioned some concerns relating to the validity of the MLQ. Upon extensive review, as reported by the authors, the MLQ appeared to have these common issues amongst researchers:

1. An unusually high correlation between the transformational leadership factors (Individualized consideration, inspirational motivation, idealized influence and intellectual stimulation). The suggestion from previous research is that these factors should be represented by a single transformational leadership scale.
2. The instrument contains an unclear distinction between the passive Management-by-Exception (MBE) and Laissez-faire factors. These factors are said to lack discriminant validity (Antonakis et al. 2003).

According to Muenjohn and Armstrong (2001), the flaws evident in previous research reviewing the validity of the instrument display two imperative aspects that possibly contributed to the results obtained. Firstly, the scholarship targeted solely the transformational leadership scales, as opposed to the entire nine-factor leadership model. Muenjohn and Armstrong (2001) suggest the use of the latest version of the instrument. According to these authors, this version; which is adopted in this present study, adequately captured all the full-range leadership factors and exhibits structural validity.

According to Antonakis, Avolio and Sivasubramaniam (2003) since the development of this instrument, it had been subject to a number of revisions, as concerns around its psychometric properties surfaced. In response to the criticism surrounding the inter-correlation of the transformational leadership factors, the authors reinforce that the factors are grouped primarily under the same leadership class and thus should be expected to mutually reinforce one another.

The example, Antonakis et al. (2003), uses is that inspirational motivation raises individualized consideration. Although, practically, these factors are mutually reinforcing, they still remain two distinct theoretical constructs.

Ramjee (2012) alluded to the Cronbach's alpha reliability coefficient in his study at the South African Nuclear Energy Corporation. The author reported good coefficients for transformational (0.97) and transactional (0.83) leadership, whilst laissez-faire reflected an acceptable coefficient of 0.74. Tavakol and Dennick (2011) suggest that the Cronbach alpha reliability coefficient reflects the extent to which the items in a test measure the same concept or construct. According to these scholars, this is referred to as internal consistency and is expressed in terms of a number between 0 and 1. Tavakol and Dennick (2011) recommend a maximum alpha value of 0.90, with an acceptable range of 0.70- 0.95.

Table 4 below depicts the Cronbach's Alpha reliability coefficients for the MLQ factors, according to Griffin (2005) "corrected item-total correlation" is an analyte that focuses on how a single item correlates with the remaining items of an instrument. moreover, Griffin (2005) states that this form of internal consistency assess helps the researcher to identify which items should be removed due to having a low and weak correlation with the other items and thus impacting the overall consistency. A similar underlying concept is used for the other analyte called "Cronbach Alpha if item is deleted". In this analysis, each item in an instrument is given an alpha value. The value is indicative of how a single item of interest contributes to the overall alpha value of the instrument (Griffin 2005). Moreover, as mentioned by Griffin (2005) the value also indicates the overall alpha value that the instrument will assume if that particular item is removed.

Griffin (2005) cautions researcher on the removal of items after receiving the internal consistency results. According to Griffin (2005) if the deletion of an item increases the overall alpha value of the instrument, the difference in the change should be compared to the correlation potency of the single item to the remaining items prior to making the decision to remove it from the questionnaire.

Table 4: Showing the summarized results of the MLQ Cronbach Alpha analysis:

| SCALE SUMMARY: MEAN=103.1364 SD=22.77656 VALID N= 43 VARIANCE=518.772 CRONBACH'S ALPHA=0.908 | | | | |
|--|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| N=56 | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
| 1 | 100.5909 | 497.643 | .402 | .906 |
| 2 | 101.2955 | 508.166 | .150 | .909 |
| 3 | 100.5455 | 513.510 | .074 | .910 |
| 4 | 101.7273 | 522.296 | -.086 | .913 |
| 5 | 100.3864 | 508.150 | .194 | .908 |
| 6 | 101.9091 | 533.759 | -.282 | .915 |
| 7 | 100.6136 | 489.684 | .490 | .905 |
| 8 | 100.5455 | 485.510 | .620 | .903 |
| 9 | 100.7500 | 482.890 | .650 | .903 |
| 10 | 100.1591 | 493.021 | .531 | .905 |
| 11 | 101.7955 | 529.143 | -.186 | .915 |
| 12 | 100.2727 | 491.738 | .635 | .904 |
| 13 | 100.4545 | 488.440 | .602 | .904 |
| 14 | 100.5000 | 495.186 | .438 | .906 |
| 15 | 100.6136 | 481.033 | .640 | .903 |
| 16 | 101.3182 | 505.245 | .196 | .909 |
| 17 | 100.5909 | 484.992 | .596 | .904 |
| 18 | 100.8636 | 494.725 | .386 | .906 |
| 19 | 101.7727 | 502.180 | .230 | .909 |
| 20 | 100.6136 | 477.731 | .712 | .902 |
| 21 | 100.6364 | 497.539 | .380 | .906 |
| 22 | 100.3864 | 493.545 | .565 | .904 |
| 23 | 101.1591 | 494.881 | .416 | .906 |
| 24 | 100.7273 | 489.924 | .479 | .905 |
| 25 | 100.5455 | 484.300 | .697 | .903 |
| 26 | 100.9773 | 504.069 | .268 | .908 |
| 27 | 101.7045 | 525.050 | -.130 | .913 |
| 28 | 101.0455 | 506.510 | .189 | .909 |
| 29 | 100.4318 | 489.414 | .640 | .904 |
| 30 | 100.5227 | 486.813 | .644 | .903 |
| 31 | 101.2727 | 527.970 | -.192 | .913 |
| 32 | 100.3409 | 494.509 | .536 | .905 |
| 33 | 100.2045 | 488.771 | .693 | .903 |
| 34 | 100.4318 | 483.228 | .716 | .902 |
| 35 | 100.4545 | 482.440 | .763 | .902 |
| 36 | 100.4545 | 477.696 | .786 | .901 |
| 37 | 100.4545 | 488.068 | .564 | .904 |
| 38 | 100.8182 | 484.059 | .644 | .903 |
| 39 | 100.2727 | 484.854 | .728 | .903 |
| 40 | 100.5227 | 487.558 | .642 | .903 |
| 41 | 100.4091 | 486.805 | .722 | .903 |
| 42 | 100.3409 | 490.881 | .621 | .904 |
| 43 | 100.2955 | 494.446 | .495 | .905 |

5.3.2 RELIABILITY AND VALIDITY: OCQ

Meyer and Allen (1990) define organizational commitment as that psychological link between an employee and the organization they belong to, which in turn contributes to the employee voluntarily remaining in the workplace. Meyer and Allen, in a construct validity review, provide evidence that supports the commitment scales as measuring that which they purport to measure. According to the authors, the reliability coefficients of the three scales, ACS, CCS and NCS are 0.85, 0.79 and 0.73 respectively (Meyer & Allen 1990). As mentioned above, Tavakol and Dennick (2011) earlier, these values fall within the acceptable range. These alpha values were aggregated from various studies composed of 40 employee samples (16 000 employees).

Meyer, Stanley, Herscovitch and Topolnytsky (2002) conducted a meta-analysis of the three component model, particularly focussing on the antecedents, correlates and consequences. Using 155 independent samples (50 146 employees), Meyer et al. (2002) reported a mean reliability alpha coefficients of 0.82 (ACS), 0.73 (NCS) and 0.76 (CCS). Meyer et al. (2002) reflect on two matters that relate to the construct validity of the instrument. The first one is the high correlation between the affective commitment scales and the normative scales and if these two can be distinguished. Secondly, as mentioned by Meyer et al. (2002), the issue pertaining to the unidimensionality of the continuance commitment scale.

According to Jaros (2007) there is supportive evidence that suggests discriminant validity between affective and normative scales, even in the light of the high correlation reported in previous research. Meyer et al. (2002) commend such findings as supportive in reiterating the non-identical nature of the two constructs. Jaros (2007) states that the advancement of factor model structure technique in field research has allowed for the analysis of the CCS; to ascertain if it is a construct with the two underlying sub-dimensions. These dimensions, according to the scholar, are:

1. High sacrifice that could be incurred if the decision is taken to leave the organization.
2. The degree of belief on part of the employee that alternatives do exist.

Meyer et al. (2002) recommend the Becker's side bet theory as the operational definition for the CCS. This definition supports the "high sacrifice" dimension as the unidimension of the CCS. Table 5 below depicts the Cronbach's Alpha reliability coefficients for the OCQ factors:

Table 5: Showing the summarized results of the OCQ Cronbach Alpha analysis:

| SCALE SUMMARY: MEAN=56.140 SD=10.28177 VALID N= 24 VARIANCE=105.715 CRONBACH'S ALPHA=0.708 | | | | |
|--|----------------------------|--------------------------------|----------------------------------|----------------------------------|
| N=56 | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item-Total Correlation | Cronbach's Alpha if Item Deleted |
| 1 | 53.7200 | 95.063 | .427 | .686 |
| 2 | 53.7600 | 98.390 | .225 | .702 |
| 3 | 54.0800 | 97.381 | .285 | .697 |
| 4 | 54.1000 | 102.622 | .072 | .714 |
| 5 | 53.5200 | 91.479 | .517 | .676 |
| 6 | 53.8600 | 98.572 | .251 | .700 |
| 7 | 53.3600 | 100.521 | .248 | .700 |
| 8 | 53.5000 | 98.255 | .293 | .697 |
| 9 | 53.6000 | 95.551 | .304 | .695 |
| 10 | 53.5600 | 92.904 | .476 | .680 |
| 11 | 53.5800 | 91.065 | .559 | .673 |
| 12 | 54.2200 | 111.563 | -.259 | .747 |
| 13 | 53.5400 | 110.662 | -.258 | .737 |
| 14 | 53.8200 | 97.661 | .309 | .695 |
| 15 | 53.7000 | 100.092 | .167 | .707 |
| 16 | 53.7800 | 92.379 | .540 | .676 |
| 17 | 53.5600 | 99.966 | .199 | .704 |
| 18 | 53.5400 | 96.743 | .287 | .696 |
| 19 | 54.2400 | 102.104 | .093 | .712 |
| 20 | 53.8200 | 93.171 | .559 | .677 |
| 21 | 54.5800 | 95.310 | .357 | .690 |
| 22 | 53.9000 | 96.092 | .360 | .691 |
| 23 | 53.8600 | 95.796 | .450 | .686 |
| 24 | 54.0200 | 106.347 | -.082 | .724 |

5.4: DESCRIPTIVE STATISTICS:

The purpose of descriptive statistics is to discover patterns, trends and relationships that are not apparent from raw data. Descriptive statistics play the role of summarizing raw data into meaningful statistical parameters, according to Lane (N/A) descriptive statistics provide a full picture of the data. However, the author does caution on the tendency to generalize using descriptive statistics by suggesting: "descriptive statistics are just descriptive" (Lane N/A). Table 6 below depicts the results of the descriptive statistics analysis done on EXCEL.

Table 6: Depicting the mean and standard deviation of the scales of the instruments:

| DIMENSION | EXCEL CODE | N | MEAN | STANDARD DEVIATION |
|--|------------|----|------|--------------------|
| Idealised Influence Attributed | IA | 56 | 2.47 | 0.91 |
| Idealised Influence Behaviour | IB | 56 | 2.64 | 0.75 |
| Inspirational Motivation | IM | 56 | 2.63 | 0.84 |
| Individualized Consideration | IC | 56 | 2.51 | 0.85 |
| Intellectual Stimulation | IS | 56 | 2.29 | 0.76 |
| Contingent rewards | CR | 56 | 2.70 | 0.80 |
| Management-by-exception active | MBEA | 56 | 2.29 | 0.71 |
| Management-by-exception passive | MBEP | 56 | 1.63 | 0.93 |
| Laissez-faire | LF | 56 | 1.43 | 0.96 |
| Affective Commitment | AC | 56 | 2.35 | 0.61 |
| Continuance Commitment | CC | 56 | 2.35 | 0.65 |
| Normative Commitment | NC | 56 | 2.17 | 0.52 |

The obtained results report the mean scores and standard deviations of the five transformational leadership subscales, the three transactional leadership subscales and the single laissez-faire scale. The sample size, as reported earlier, was 56 non-supervisory employees. The obtained average mean score for transformational leadership was 2.51. Transactional leadership reported a mean score of 2.21 with laissez-faire showing a value of 1.43. The highest standard deviation in the full range leadership scales was reflected under laissez-faire by a value of 0.96.

Bass and Avolio (1997) propose a mean score of 3 or more for the transformational leadership subscales. The obtained scores in the present study are in the range of 2.29-2.64, which is slightly below the recommendation. Ramjee (2012) and Nyengane (2007), who used the instrument within a South African context as well, reported mean scores ranging from 2.35-2.68 and 2.56-2.87 respectively.

According to Bass and Avolio (1997) the recommended mean score for the transactional leadership subscale called contingent reward is 2. The obtained mean score in the present study for this subscale is 2.70, which is higher than the proposed score mentioned by the authors. Ramjee (2012) and Nyengane (2007) both reported higher scores of 2.46 and 2.81 respectively. Bass and Avolio (1997) suggest for management-by-exception (active) a range of 1.0-2.0. The researcher reported a value of 2.29, which is slightly outside of the proposed range. Ramjee (2012) and Nyengane (2007) both also reported slightly higher scores of 2.14 and 2.18 respectively.

Passive management-by-exception and laissez-faire suggested mean scores are 1.0 and 0.0 respectively. The current study reported 1.63 and 1.43 respectively. Ramjee (2012) reported 1.21 and 1.11 respectively, with Nyengane's (2007) study reflecting 1.15 and 0.88. In all three studies the mean scores are higher than the Bass and Avolio (1997) recommended values.

The lower than suggested transformational leadership mean scores implies that the subordinates perceive their immediate supervisors as not displaying the ideal levels of transformational leadership behaviours towards them. This includes but not limited to, disallowing a two-way exchange of views, no stimulation for subordinates to independently solve problems, a lack of optimism and purpose from the supervisor and who also rarely celebrates the subordinates' achievements (Kirkbride 2006).

The higher than proposed mean scores for the contingent reward and management-by-exception (active) suggest that subordinates view their immediate supervisors as alert and attentive to issues, infractions and problems and attend to these in a timely manner. The subordinates also perceive their supervisors as clear in communicating the goals and objectives of the team-department-organization and the rewarding that accompanies the fulfilment of those goals. Rewards may be either financial or non-financial (Kirkbride 2006).

The mean score of the current study for passive management-by-exception imply that some subordinates perceive their immediate supervisors as not getting involved unless a problem arises, and these supervisor also avoid change by fixating to the status quo. The high mean score for laissez-faire suggests that subordinates perceive their supervisors as disinterested in the work that they do. The supervisors often refuses to take responsibility and abdicates task to subordinates in order to avoid making decisions (Kirkbride 2006).

Table 6 also reports the organizational commitment scales. According to Nyengane (2007) Meyer and Allen do not provide guiding means scores for the three scales (AC, CC, NC). The authors only report an observed pattern of the highest mean score belonging to affective commitment, followed by normative commitment and lastly continuance commitment (Nyengane 2007). In the present study, affective and continuance commitment shared a value of 2.35.

This suggests that a number of subordinates are emotionally attached to the organization and desire to be part of the organization. Equally so, other subordinates have perceived the costs associated with leaving the organization and this has contributed to them remaining with the organization. Normative commitment displayed the lowest mean score of 2.17 as compared to the other commitment components. This implies that very few subordinates feel obligated to remain employed due to the organization having done something beneficial for the subordinate and the subordinate morally feeling obligated to reciprocate the effort by maintaining employment.

5.5 CORRELATION ANALYSIS RESULTS: HYPOTHESIS TESTING

The hypothesis of the present study is to explore if a relationship exists between full range leadership styles and organizational commitment components. A two-tailed Pearson correlation was conducted using a statistical package (SPSS). This analysis produced results that enabled inferences to be made about the hypotheses presented in the preceding chapter. Lane (N/A) states that the Pearson correlation coefficient is simply a measure on the strength and direction of a linear relationship between two variables. According to Lane (N/A) a non-linear bivariate relationship is not accommodated by this measure and fails to represent the characteristics (strength and direction) of the relationship. The coefficients range from -1 to +1. A values of -1 represents a weak (negative) yet perfectly linear relationship, with a +1 value representing a strong (positive) perfectly linear relationship. A Pearson correlation value of 0 implies no linear relationship exists between the variables.

The hypotheses presented in the preceding were tested and the results are documented below:

5.5.1 HYPOTHESIS ONE:

Ho1: There is no statistical significant relationship between transformational leadership and affective commitment to the organization.

Ha1: There is a statistical significant relationship between transformational leadership and affective commitment to the organization.

Table 7: Summary of Hypothesis one results

| Correlations are significant at $p < 0.01$, N=56 | | | |
|---|---------------------|--------|--------|
| | | TRFL | AC |
| TRFL | Pearson Correlation | 1 | .389** |
| | Sig. (2-tailed) | | .003 |
| | N | 56 | 56 |
| AC | Pearson Correlation | .389** | 1 |
| | Sig. (2-tailed) | .003 | |
| | N | 56 | 56 |

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

From Table 7 displayed above, it is clear that there is a weak, but significant, positive linear relationship between transformational leadership style and the affective commitment of subordinates ($r=0.389$, $p=0.003$). The researcher, at a 99% confidence level, rejects the null hypothesis and concludes that there is sufficient evidence at 1% level of significance, there is a positive relationship between transformational leadership and affective commitment.

5.5.2 HYPOTHESIS TWO:

Ho2: There is no statistical significant relationship between transformational leadership and continuance commitment to the organization.

Ha2: There is a statistical significant relationship between transformational leadership and continuance commitment to the organization.

Table 8: Summary of Hypothesis two results.

| Correlations are significant at $p < 0.05$, N=56 | | | |
|---|---------------------|-------|-------|
| | | TRFL | CC |
| TRFL | Pearson Correlation | 1 | -.016 |
| | Sig. (2-tailed) | | .909 |
| | N | 56 | 56 |
| CC | Pearson Correlation | -.016 | 1 |
| | Sig. (2-tailed) | .909 | |
| | N | 56 | 56 |

From Table 8 shown above, it is evident that there is a very weak and insignificant negative relationship between transformational leadership style and the continuance commitment of subordinates ($r = -0.016$, $p = 0.909$). The researcher therefore fails to reject the null hypothesis at a confidence level of 95%. There is insufficient evidence at 5% level of significance of a relationship between transformational leadership and continuance commitment.

5.5.3 HYPOTHESIS THREE:

Ho3: There is no statistical significant relationship between transformational leadership and normative commitment to the organization.

Ha3: There is a statistical significant relationship between transformational leadership and normative commitment to the organization.

Table 9: Summary of Hypothesis three results.

| Correlations are significant at $p < 0.05$, N=56 | | | |
|---|---------------------|------|------|
| | | TRFL | NC |
| TRFL | Pearson Correlation | 1 | .247 |
| | Sig. (2-tailed) | | .067 |
| | N | 56 | 56 |
| NC | Pearson Correlation | .247 | 1 |
| | Sig. (2-tailed) | .067 | |
| | N | 56 | 56 |

From Table 9 illustrated above, it is evident that there is a very weak and insignificant positive relationship between transformational leadership style and the normative commitment of subordinates ($r = 0.247$, $p = 0.067$). The researcher therefore fails to reject the null hypothesis at a confidence level of 95%.

There is insufficient evidence at 5% level of significance of a relationship between transformational leadership and normative commitment.

5.5.4 HYPOTHESIS FOUR:

Ho4: There is no statistical significant relationship between transactional leadership and affective commitment to the organization.

Ha4: There is a statistical significant relationship between transactional leadership and affective commitment to the organization.

Table 10: Summary of Hypothesis four results.

| Correlations are significant at $p < 0.05$, N=56 | | | |
|---|---------------------|-------|-------|
| | | TRSL | AC |
| TRSL | Pearson Correlation | 1 | -.036 |
| | Sig. (2-tailed) | | .791 |
| | N | 56 | 56 |
| AC | Pearson Correlation | -.036 | 1 |
| | Sig. (2-tailed) | .791 | |
| | N | 56 | 56 |

From Table 10 depicted above, it is clear that there is an extremely weak and insignificant negative relationship between transactional leadership style and the affective commitment of subordinates ($r = -0.036$, $p = 0.791$). The researcher therefore fails to reject the null hypothesis at a confidence level of 95%. There is insufficient evidence at 5% level of significance of a relationship between transactional leadership and affective commitment.

5.5.4 HYPOTHESIS FIVE:

Ho5: There is no statistical significant relationship between transactional leadership and continuance commitment to the organization.

Ha5: There is a statistical significant relationship between transactional leadership and continuance commitment to the organization.

Table 11: Summary of Hypothesis five results

Correlations are significant at $p < 0.05$, N=56

| | | TRSL | CC |
|------|---------------------|-------|-------|
| TRSL | Pearson Correlation | 1 | -.115 |
| | Sig. (2-tailed) | | .401 |
| | N | 56 | 56 |
| CC | Pearson Correlation | -.115 | 1 |
| | Sig. (2-tailed) | .401 | |
| | N | 56 | 56 |

From Table 11 depicted above, it is evident that there is a weak and insignificant negative relationship between transactional leadership style and the continuance commitment of subordinates ($r = -0.115$, $p = 0.401$). The researcher therefore fails to reject the null hypothesis at a confidence level of 95%. There is insufficient evidence at 5% level of significance of a relationship between transactional leadership and continuance commitment.

5.5.5 HYPOTHESIS SIX:

Ho6: There is no statistical significant relationship between transactional leadership and normative commitment to the organization.

Ha6: There is a statistical significant relationship between transactional leadership and normative commitment to the organization.

Table 12: Summary of Hypothesis six results.

Correlations are significant at $p < 0.05$, N=56

| | | TRSL | NC |
|------|---------------------|-------|-------|
| TRSL | Pearson Correlation | 1 | -.069 |
| | Sig. (2-tailed) | | .616 |
| | N | 56 | 56 |
| NC | Pearson Correlation | -.069 | 1 |
| | Sig. (2-tailed) | .616 | |
| | N | 56 | 56 |

From Table 12 represented above, it is clear that there is a weak and insignificant negative relationship between transactional leadership style and the normative commitment of subordinates ($r = -0.69$, $p = 0.616$). The researcher therefore fails to reject the null hypothesis at a confidence level of 95%. There is insufficient evidence at 5% level of significance of a relationship between transactional leadership and normative commitment.

5.5.6 HYPOTHESIS SEVEN

Ho7: There is no statistical significant relationship between laissez-faire leadership and affective commitment to the organization.

Ha7: There is a statistical significant relationship between laissez-faire leadership and affective commitment to the organization.

Table 13: Summary of Hypothesis seven results.

| Correlations are significant at $p < 0.01$, N=56 | | | |
|---|---------------------|---------|---------|
| | | LF | AC |
| LF | Pearson Correlation | 1 | -.414** |
| | Sig. (2-tailed) | | .002 |
| | N | 56 | 56 |
| AC | Pearson Correlation | -.414** | 1 |
| | Sig. (2-tailed) | .002 | |
| | N | 56 | 56 |

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

From Table 13 displayed above, it is clear that there is a weak, but significant, positive linear relationship between laissez-faire style and the affective commitment of subordinates ($r = -0.414$, $p = 0.002$). The researcher, at a 99% confidence level, rejects the null hypothesis and concludes that there is sufficient evidence at 1% level of significance of a positive relationship between laissez-faire and affective commitment.

5.5.7 HYPOTHESIS EIGHT:

Ho8: There is no statistical significant relationship between laissez-faire leadership and continuance commitment to the organization.

Ha8: There is a statistical significant relationship between laissez-faire leadership and continuance commitment to the organization.

Table 14: Summary of Hypothesis eight results.

| Correlations are significant at $p < 0.05$, N=56 | | | |
|---|---------------------|-------|-------|
| | | LF | CC |
| LF | Pearson Correlation | 1 | -.155 |
| | Sig. (2-tailed) | | .254 |
| | N | 56 | 56 |
| CC | Pearson Correlation | -.155 | 1 |
| | Sig. (2-tailed) | .254 | |
| | N | 56 | 56 |

From Table 14 depicted above, it is evident that there is a weak and insignificant negative relationship between laissez-faire style and the continuance commitment of subordinates ($r = -0.155$, $p = 0.254$).

The researcher therefore fails to reject the null hypothesis at a confidence level of 95%. There is insufficient evidence at 5% level of significance of a relationship between laissez-faire and continuance commitment.

5.5.8 HYPOTHESIS NINE:

Ho9: There is no statistical significant relationship between laissez-faire leadership and normative commitment to the organization.

Ha9: There is a statistical significant relationship between laissez-faire leadership and normative commitment to the organization.

Table 15: Summary of Hypothesis nine results.

| Correlations are significant at $p < 0.01$, $N = 56$ | | | |
|---|---------------------|---------|---------|
| | | LF | NC |
| LF | Pearson Correlation | 1 | -.368** |
| | Sig. (2-tailed) | | .005 |
| | N | 56 | 56 |
| NC | Pearson Correlation | -.368** | 1 |
| | Sig. (2-tailed) | .005 | |
| | N | 56 | 56 |

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

From Table 15 displayed above, it is evident that there is a weak, but significant, positive linear relationship between laissez-faire style and the normative commitment of subordinates ($r = -0.368$, $p = 0.005$). The researcher, at a 99% confidence level, rejects the null hypothesis and concludes that there is sufficient evidence at 1% level of significance of a positive relationship between laissez-faire and normative commitment.

5.6 CONCLUSION:

The current chapter focused on the results analysis section of the present study. The literature pertaining to the reliability of the instruments used was reviewed prior to the calculation and reporting of the internal consistency of the questionnaires. Hereafter the characteristics of the raw data were reported and described. This led to the reintroduction of the research hypotheses, which were tested using a statistical package. The results obtained depicted three statistically significant linear relationships and six non-statistically significant linear relationships between the full range leadership styles and the organizational commitment.

The subsequent concluding chapter discusses the meaning of the findings in relation to the goal of the study and the accompanying implications for the organization.

A section of the subsequent chapter also discusses the recommendation for future research in this field of study. The research also includes recommendations that management may apply to the organization.

CHAPTER VI: DISCUSSION, RECOMMENDATIONS AND CONCLUSION:

6.1 INTRODUCTION:

The preceding chapter described the findings of the study. This current chapter will use literature to review and discuss the obtained results. The opening section of chapter 6 outlines the reliability of the findings in light of previous relevant studies. The chapter continues to discuss the significance and insignificance of the correlation results and how these findings are interpretable in light of the literature reviewed.

Other sections in this current chapter include research limitations and recommendations for future studies. These are the concluding sections of this final chapter.

6.2 RELIABILITY OF THE FINDINGS:

The current study reported a Cronbach alpha value of 0.908 for the administered MLQ. The second instrument; OCQ, reported a value of 0.708. Ramjee (2012), for the revised OCQ reported a value of 0.90. The MLQ alpha value was 0.902. Nyengane (2007, p.96) reported an alpha value of 0.902 for the MLQ and 0.901 for the revised OCQ. The current study used the original version of the OCQ.

The obtained Cronbach alpha values illustrate that the findings are reliable and may be discussed in light of previous research and the reviewed literature.

6.3 DISCUSSION OF THE RESULTS:

The results depicted in the previous chapter suggest a weak, significant positive relationship between transformational leadership and affective commitment ($r=0.389$, $p=0.003$). There is an almost non-existent weak insignificant relationship between transformational leadership and continuance commitment ($r=-0.016$, $p=0.909$). Lastly, a weak insignificant relationship between transformational leadership and normative commitment was obtained ($r=0.247$, $p=0.067$).

These results suggest that transformational supervisors who motivate and uplift the morale of the subordinates whilst fostering a sense of autonomy, such behaviour from the supervisor, according to the current study, is somewhat related to how subordinates desire to remain employed; affective commitment. Bass (1999), in a review of transformational leadership research, mentioned the prevalence in literature of how transformational leadership enhances loyalty and commitment which ultimately enhances subordinates performance.

Affective commitment, according to Meyer and Allen (1991), may foster a sense of willingness on the subordinate to give off something as to contribute to the overall well-being of the organization. As mentioned in the earlier chapters, affective commitment as highlighted by Meyer and Herscovitch (2001), has been related to some positive organizational outcomes such as low absenteeism and absolute citizenship behaviour from the subordinates.

The implication for the organization is such that as reported in this study, supervisory transformational leadership style which demonstrates some concern for the subordinates, a sense of motivation and charisma somewhat enables a conducive environment for the development of an affectively committed workforce presence. Furthermore, as outlined by Somers (2009) an affective committed group contributes more beneficially to the organization with relation to retention, absenteeism and the elimination work stressors.

Other South African researchers have reported a significant relationship between transformational leadership and affective commitment as well. In a study undertaken by Nyengane (2007) the research reported a correlation result of $r=0.453$, $p<0.001$ which summarized a positive relationship between the two variables. Ramjee (2012), half a decade later, replicated the study and reported a significant and positive relationship as well ($r=0.209$, $p<0.007$).

The transformational leadership and continuance commitment result suggests no relation in the supervisor's transformational leadership style of behaviour and the consideration undertaken by the subordinates for alternate available sources of employment. Moreover, the costs and sacrifice associated with terminating employment at the organization appear to be somewhat unrelated to the transformational leadership style of supervision. In addition to this observation, the gains likely to be realized by the subordinates by committing to the organization are not dependent on any transformational leadership qualities that may be demonstrated by the supervisor.

As reported in the preceding chapter, when viewed in isolation from the relationship, the continuance commitment scale scores are amongst the highest reported mean scores together with affective commitment. This suggests some level of commitment to the organization due to the accumulated investments (friendships), skills gained and retirement plans, however, even so, it appears that this commitment type has little to do with the supervision and perhaps is more related to the organization rather, and the relationships the subordinates have created among one another. According to Brown and Chair (2003) several studies have been conducted to ascertain the impact of autonomous supervision (transformational leadership dimension) on the subordinates' level of commitment. The findings revealed affective commitment was the stronger component, when compared to normative and continuance commitment, likely to be impacted by supervisory behaviour.

Lohen and Kirchmeyer (1995 as cited by Brown and Chair 2003) conducted a study that revealed the following; subordinates who demonstrate continuance commitment to the organization are less involved and satisfied with their relevant work activities. Hennequin (2007) mentioned that employees with no supervisory roles, in particular blue collar workers, continue with their work even if there are dissatisfied as to just earn a living. Meyer and Allen (1991) include a dimension that focuses on employee performance.

According to Meyer and Allen, where employment is guaranteed to be sustained, performance may be slightly acceptable but not exceptional. In the case of continued employment demanding a certain level of performance on part of the employee, the employee will raise up to the expectations as an attempt to sustain employment. From an organizational perspective, the result may suggest the impact of the transformational supervision on the subordinates is lacking as employees are predominantly dissatisfied with and uninvolved in their work activities. Moreover, the guarantee and or no guarantee of sustained employment may be the sole contributor to the subordinate's performance and not so much the traits of the transformational supervisor.

Transactional leadership and laissez-faire also reported weak insignificant negative relationships ($r = -0.115$, $p = 0.401$; $r = -0.155$, $p = 0.254$ respectively) with continuance commitment. The results strengthen the observation made by the researcher which suggests the independence of the subordinates' need to maintain employment to the supervision behaviour exerted. In light of Kirkbride (2006) conceptualization of the laissez-faire and transactional leadership style, this result entails that even a lack of leadership presence from the supervisor or support in exchange for required accomplishment on part of the objectives of the subordinates from the supervisor bears no relation to the continuance commitment of the employees. Nyengane (2007) also reported no significant relationship between these variables.

The findings reported demonstrate that no commitment component had a significant relationship with transactional leadership. Hayward, Goss and Tolmay (2004 as cited by Nyengane 2007) reported similar results in a study undertaken at a South African Parastatal. The findings highlighted that the subordinates' need, desire and or obligation to remain employed in the organization is somewhat unrelated to the goals set by the supervisor and the reward made available when goals are accomplished. Moreover, whether the supervisor is actively involved in work activities or only engages during exceptional work-related corrective cases, bears no relation to the psychological commitment mind-set of his or her subordinates. Hennequin (2007) mentioned that supervised employees face the challenge of their work only being recognized as it contributes to the overall performance of the group. The implication of this result for the organization deserves some attention. Hinkin and Schriesheim (2008) state that the omission of rewards has proven, in the long run, to cause a decline in subordinate performance. Rewarding performance is an integral aspect of transactional leadership dimension called contingent reward. Perhaps this result suggests that subordinate perceive their contributions as not being recognized by the supervision and thus accept this as the underlying rationale to the omission of rewards.

Affective and normative commitment revealed a significant relationship with laissez-faire. The correlative nature of the relationship between laissez-faire and affective commitment is weak and negative ($r = -0.414$, $p = 0.005$). Although weak, this entails that the more prevalent the non-leadership (absence of leadership) style of the supervisor the less desire do subordinates demonstrate to remain employed.

Furthermore, it is worth highlighting that the correlation summary between transformational leadership and affective commitment was of similar strength however with a positive relationship ($r=0.389$). This could be interpreted as; the absence of leadership, abdication of responsibilities due to disinterest and indifference to the needs of the subordinates has a negative impact on their desire to remain employed. In contrast, a more transformational style of supervision has a positive impact on the affective commitment of subordinates.

The significant relationship between laissez-faire and normative commitment is negative and weak in nature ($r= -0.368$, $p= 0.005$). According to Meyer and Allen (1991) the fundamental principle of normative commitment is the “recognition” on part of the subordinate of all the investments made by the organization, these include on-the job training and the provision of rewards. Kirkbride (2006) highlights that a laissez-faire style affords little to no direction or support to the subordinates. These results may be accepted as indicative of how the absence of leadership is related to the employee’s recognition of no developmental intentions demonstrated by the supervisor and thus the negative relationship which illustrates the more non-leadership behaviour is perceived by the subordinates, the less likely are they to recognize the investments bestowed upon them. Hennequin (2007) highlights that supervised employees are considered to have jobs, not careers. According to the author, these jobs more often than not afford little opportunity for upwards progression into more bureaucratic positions whereby employees can enjoy delegating tasks.

6.4 RECOMMENDATIONS FOR ORGANIZATIONAL MANAGEMENT:

The reported relationship between transformational leadership and affective commitment is a positive result. This implies that subordinates view their supervisors as motivational, respectful, optimism and of a mentoring nature. These are positive characteristics to sustain in a leadership team. However, in the same light, some results depicted higher than normal scores for laissez-faire. This high prevalence of a non-leadership style could be a concern. Laissez-faire leadership style is an absent leadership style. The supervisor, in this light, is viewed as having less involvement in the work activities. This could result in subordinates feeling a sense of neglect and no consideration for the efforts they invest in the organization.

It is suggested that management invests some time and training facilities to help supervisor become more transformational in the manner in which they lead. As evident from the results of the study, this has a positive relationship to the affective commitment of the subordinates. Management should help supervisors to identify and value the work done by the subordinates. Supervisors should motivate and praise subordinates when results are met satisfactorily and where they are not, provide vision and guidance to the subordinates as opposed to any punishment.

As evident in the results, punishment, as an element of transactional leadership, bears no relationship with any of the commitment profiles. It is thus, according to this study, ineffective to invest in a transactional style of leadership.

Management is advised to lean more towards the transformational aspect of the full range leadership model. This produces affectionately committed employees. An affectionately committed employee is less likely to leave the organization as they desire to remain employed. Subordinates who display affective commitment also go the extra mile to contribute to the overall wellbeing of the organization. A characteristic which could prove to be of benefit to the organization and management.

The researcher recommends that the organization makes use of its already in existence management training programmes to help supervisors enhance their interaction with the subordinates to lean more towards a transformational style of leadership. This can be conducted through training sessions which focus more on scenario based examples of daily interactions between the supervisor and the subordinate. These sessions should aim to assist management to identify the strengths and weaknesses of the supervisor in the context of the transformational style of leadership. Hereafter, management, through one-on-one session, should help supervisors in improving on their strengths over and above the weaknesses.

“Managers are thus encouraged to understand that they do not have to be “perfect” leaders demonstrating total transformational leadership. Instead all that is required is a subtle change of the balance of their leadership scores towards the transformational end of the scale. We have also shown how this model can be operationalized in organizations. Key dimensions of successful use in organizations include careful positioning and pre-briefing; an embracing of the model and 360 process by all levels in the organization (Kirkbride 2006, p. 31).” RBCT has a 360 degrees program which will be best suited for this exercise.

6.5 LIMITATIONS:

The current study received a response rate of 47%. The low response rate may suggest that some of the sample participants were disinterested in the answering of the questionnaires. Moreover, the length of the questionnaires combined could have led to the finding the 69 statements overwhelming.

The results obtained in this study should not be generalized to the entire organization. The population of this present study is semi-skilled employees. The organization has other workforce profiles which were excluded in the present study.

The timing of the study is one of declining market prices for the entire coal industry. Fears of labour cost cutting and the discontinuation of employment may have contributed to the low response rate.

Other analysis parameters were initially considered in the present study. Due to the low response rate, an ANOVA could not be exercised to ascertain and compare the commitment levels of the different departments that make up the semi-skilled profile. Another statistical method initially considered was the regression analysis. The predominant correlation coefficient values were below 0.5.

This suggests a weak relationship between the independent and dependent variables and ultimately discouraged the analysis efforts.

In light of the above mentioned limitations, the current study does contribute to the body of knowledge in management studies and organizational behaviour literature.

6.6 RECOMMENDATIONS FOR FUTURE RESEARCH:

Consideration of a different population within the organization and conducting a comparison would benefit this field of study. Future research should attempt to consider a larger sample that could allow the analysis of a possible causal relationship between the full range leadership styles and the three component model of organizational commitment.

The three component model instrument may be used to conduct a comparison of the commitment profile between the different sections within departments or different departments within the organization. The three component model instrument has undergone a number of revisions. The current study considered the original version by Meyer and Allen which amounts to 24 statements measuring the different scales. The revised version by Meyer, Allen and Smith has 18 statements. In order to manage the length of the instrument in the study, it is advisable to consider this version as according to the authors, it is quite similar to the original.

A significant amount of literature focuses on the influence of the three component model (AC, CC and NC) on organizational outcomes such as employee retention, stress and withdrawal behaviour (Somers 2009). It would be desirable to conduct an organizational diagnosis of these outcomes as they are considered in literature as mediating factors for commitment. Moreover, the current study considered employees who are supervised and not in any supervisory position, to rate their immediate supervisors. An area of future enquiry could be to ascertain the commitment profile of the supervisors. As mentioned by Loi, Lai and Lam (2012, p.466); “a supervisor’s affective commitment to the organization may influence his or her subordinates’ level of affective commitment.”

The final recommendation is to consider replicating the study in other coal terminals in South Africa. Richards Bay Coal Terminal (RBCT) shares the South African coal export industry with other major players such as Dry Bulk Terminal; Durban Port Terminal and Grindrod Terminal. This enquiry could be beneficial to the literature contributions this current study aims to make in the concerned field of study.

6.7 CONCLUSION:

The main purpose of the current study was to explore a relationship between the full range leadership styles and the three component model of organizational commitment. The correlation results depicted a positive significant relationship between transformational leadership and affective commitment.

This leadership style, however, demonstrated no statistically significant relationship between it and continuance commitment and normative commitment.

Transactional leadership style reported no statistically significant relationships with all of the three components of organizational commitment. The two components namely affective and normative commitment, both reported a significant relationship with laissez-faire, whilst continuance commitment reflected insignificance.

The overall outcome of the present study is that, there is some relation in how an immediate supervisor exerts leadership or non-leadership behaviour towards the subordinates and how the subordinates gauge their own commitment to the organization. This relationship may not be causal in its nature, however it does indicate some relation in how subordinates perceive a prevalent leadership style. It is also an indication of how subordinates relate to the actual organization. In conclusion, it can thus be accepted that leadership styles can play a fundamental role in gauging the commitment profile of subordinates to the organization.

REFERENCES:

1. Antonakis, J. 2001. The validity of the transformational, transactional and laissez-faire leadership model as measured by the Multifactor Leadership Questionnaire (MLQ 5X). Published thesis, Walden University.
2. Antonakis, J., Avolio, B.J. and Sivasubramaniam, N. 2003. Context And Leadership: An Examination Of The Nine-Factor Full-Range Leadership Theory Using The Multifactor Leadership Questionnaire. *The Leadership Quarterly*, vol 14, p 261-295
3. Antonakis, J. and House, R.J. 2014. Instrumental leadership: Measurement And Extension Of Transformational- Transactional Leadership Theory. *The Leadership Quarterly*, vol 25, p 746-771
4. Avolio, B.J., Dionne, S., Atwater, L., Lau, A., Camobreco, J., Whitmore, N. and Bass, B. M. 1996. Antecedent Predictors Of A "Full Range" Of Leadership And Management Styles. Technical report 1040, p 1-107
5. Avolio, B.J., Zhu, W., Koh, W. & Bhatia, P., 2004. Transformational Leadership And Organizational Commitment: Mediating Role Of Psychological Empowerment And Moderating Role Of Structural Distance. *Journal of Organizational Behaviour*, 25, pp. 951-968
6. Babbie, E. 2014. *The basics of social research*. 6th ed. Belmont, CA: Wadsworth Cengage Learning.
7. Barbuto, E. J., Fritz, M. S., Matkin, G.S. and Marx, D.B. 2007. Effects Of Gender, Education, And Age Upon Leaders' Use Of Influence Tactics And Full Range Leadership Behaviours. *Sex Roles*, vol 56, p 71-83
8. Bagraim, J. 2004. *Measuring Organizational commitment: A South African Application*. Unpublished manuscript. Cape Town: School of management studies, University of Cape Town.
9. Barreiro, P.L and Albandoz, J.P 2001. Population and sample. *Sampling techniques*. *Management Mathematics for European Schools*, p 1-18
10. Bass, B. 1999. Two Decades Of Research And Development In Transformational Leadership. *European Journal Of Work And Organizational Psychology*, vol 8(1), p 9-32
11. Bass, B.M. and Avolio, B.J. 1990. Developing Transformational Leadership: 1992 And Beyond. *Journal of European Industrial Training*, vol 14, p 21-27
12. Bass, B.M. and Avolio, B.J. 1994. *Improving organizational effectiveness through transformational leadership*. Sage
13. Bass, B.M. and Avolio, B.J. 1997. *Full range of leadership development: Manual for the Multifactor Leadership Questionnaire*. Mind Garden, Inc.
14. Bodla, M. A. and Nawaz, M.M 2010. Comparative Study Of Full Range Leadership Model Among Faculty Members In Public And Private Sector Higher Education Institutes And Universities. *International Journal Of Business And Management*, vol 1, p 208-214

15. Brown, B.B. and Chair, A.W. 2003. Employees' Organizational Commitment and their Perceptions of Supervisors' Relations-Oriented and Task-Oriented Leadership behaviours. PhD Thesis. Virginia Polytechnic Institute and State University.
16. Cheng, C., Jiang, D., Cheng, B., Riley, J.H. and Jen, C. 2015. When Do Subordinates Commit To Their Supervisor? Different Effects Of Perceived Supervisor Integrity And Support On Chinese And American Employees. *The Leadership Quarterly*, vol 26, p 81-97
17. Deluga, R.J. 1990. The Effects Of Transformational, Transactional, And Laissez Fire Leadership Characteristics On Subordinate Influencing Behaviour. *Basic And Applied Social Psychology*, vol 11, p. 191-203
18. Dubin, R., Champoux, J.E. and Porter, L.W. 1975. Central Life Interests And Organizational Commitment Of Blue-Collar And Clerical Workers. *Administrative Science Quarterly*, vol 20, p 411-421
19. Dunne, T., Kurki, M. and Smith, S. 2013. *International Relations Theories*. 3(e). Oxford University Press.
20. du Preez, D., 2012. Sustainability Report. [Online]. Available at: <http://www.rbct.co.za> [Accessed 8 Sept 2014].
21. Edwards, G., Schyns, B., Gill, R. and Higgs, M. 2012. The MLQ Structure In A UK Context. *Leadership and Organization Development Journal*, vol 33, p 369-382
22. Ghandi, Y.M., Fernando, M. and Caputi, P. 2011. Transformational Leadership And Work Engagement: The Mediating Effect Of Meaning In Work. *Leadership And Organizational Development Journal*, vol 34, p 532-550
23. Griffin, B.W. 2005. Cronbach's Alpha (measure of internal consistency). *Advanced Educational Research*, p 1-10
24. Haque, .N/A. *Sampling Methods in Social Research*. P 1-6
25. Hennequin, E. 2007. What Career Success Means To Blue Collar Workers. *Career Development International*, vol 12, p 565-581
26. Hittleman, D.R. and Simon, A.J. 1997. Questions for evaluating research: Interpreting educational research. 2(e)
27. Hinkin, T.R. and Schriesheim, C.A. 2008. An Examination Of "Nonleadership": From Laissez-Faire Leadership To Leader Reward Omission And Punishment Omission. *Journal Of Applied Psychology*, vol 93, p 1234-1248
28. Iscan, O.F., Ersari, G. and Naktiyok, A. 2014. Effect Of Leadership Style On Perceived Organizational Performance And Innovation: The Role Of Transformational Leadership Beyond The Impact Of Transactional Leadership- An Application Among Turkish SME's. *Social And Behavioural Sciences*, vol 150, p 881-889
29. Janse van Rensburg, A. and Roodt, G. 2009. Evaluating A Methodology For Assessing The Strategic Alignment Of A Mining Company Recruitment Function. *SA Journal Of Human Resource Management*, vol ,7, p 110-118
30. Jaros, S. 2007. Meyer and Allen Model commitment: Measurement Issues. *Journal Of Organizational Behaviour*, vol 6, p 7-25

31. Kelly, A.P. 2011. Social research methods. London school of economics and political sciences, p 1-129
32. Kirkbride, P. 2006. Developing transformational leaders: the full range leadership model in action. *Industrial and commercial training*, vol 38, p 23-32
33. Lane, M.D. N/A. Introduction to Statistics. Online Edition [Accessed: 30/06/2015]. Rice University.
34. Loi, R., Lai, J.Y.M. and Lam, L.W. 2012. Working Under A Committed Boss: A Test Of The Relationship Between Supervisors' And Subordinates' Affective Commitment. *The Leadership Quarterly*, vol 23, p 466-475
35. Lo, M., Ramayah, T. & Wei Min, H., 2009. Leadership Styles And Organizational Commitment: A Test On Malaysia Manufacturing Industry. *African Journal Of Marketing Management*, 1(6), pp. 133-139
36. Manda, B. 2013. A comparative study of leadership style fostering commitment to product quality in the manufacturing industry. Unpublished MBA thesis. North-West: Potchefstroom Business School of the North West University.
37. Meyer, J.P. and Allen, N.J. 1991. A Three-Component Conceptualization Of Organizational Commitment. *Human Resource Management Review*, vol 1, p 61-89
38. Meyer, J.P., Allen, N.J. and Smith, C.A. 1993. Commitment To Organizations And Occupations: Extension And Test Of A Three Component Model. *Journal Of Applied Psychology*, vol 78, p 538-551
39. Meyer, J.P. and Herscovitch, L. 2001. Commitment In The Workplace Toward A General Model. *Human Resource Management Review*, vol 11, p 299-326
40. Meyer, J.P., Stanley, D.J., Herscovitch, L. and Topolnytsky, L. 2002. Affective, Continuance, And Normative Commitment To The Organization: A Meta-Analysis Of Antecedents, Correlates And Consequences. *Journal Of Vocational Behaviour*, vol 61, p 20-52
41. Miles, S.J. and Mangold, G. 2002. The Impact Of Team Leader Performance On Team Member Satisfaction: The Subordinate's Perspective. *Team Performance Management: An International Journal*, vol 8, p. 113-121
42. Mowday, R.T., Steers, R.M. and Porter, L.W. 1979. The Measurement Of Organizational Commitment. *Journal Of Vocational Behaviour*, vol 14, p 224-247
43. Mowday, R. T., L. W. Porter, and R. M. Steers. 1982. *Employee-organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. Academic Press
44. Mowday, R.T. 1998. Reflections On The Study And Relevance Of Organizational Commitment. *Human Resource Management Review*, Vol 8, p 387-401
45. Muenjohn, N. and Armstrong, A. 2008. Evaluating the Structural Validity of the Multifactor Leadership Questionnaire (MLQ), Capturing the Leadership Factors of Transformational-Transactional Leadership. *Contemporary management research*, vol 4, p 3-14

46. Nyengane, H.M. 2007. The relationship between leadership styles and employee commitment in Eskom. Unpublished MBA thesis. Grahamstown: Rhodes Business School, Rhodes University
47. Parish, J. T., Cadwallader, S., Busch, P. 2008. Want To, Need To, Ought To: Employee Commitment To Organizational Change. *Journal Of Organizational Change Management*, vol. 21. p 32-52
48. Pond, B.S. and Geyer, D.P. 1991. Differences In The Relation Between Job Satisfaction And Perceived Work Alternatives Among Older And Younger Blue-Collar Workers. *Journal Of Vocational Behaviour*, vol 39, p 251-262
49. Popper, M., Mayselless, O. and Castelnovo, O. 2000. Transformational Leadership And Attachment. *The Leadership Quarterly*, vol 11, p 267-289
50. Powell, D.M. and Meyer, .P. 2004. Side-Bet Theory And The Three Component Model Of Organizational Commitment. *Journal Of Vocational Behaviour*, vol 65, p 157-177
51. Ramjee, D. 2012. The relationship between leadership styles and employee commitment at the Nuclear Corporation of South Africa. MBA thesis. Tshwane: Faculty of management sciences, Tshwane University of Technology Business School
52. Randall, D.M and Cote, J.A. 1991. Interrelations of work commitment constructs. *Work and occupations*, vol 18, p 194-211
53. Remenyi, D. and Williams, B., 1995. Some Aspects Of Methodology For Research In Information Systems. *Journal Of Information Systems*, 10, pp. 191-201
54. Richards Bay Coal Terminal, 2014. Richards Bay Coal Terminal Propriety Limited. [Online] (Updated 5 Sept 2014). Available at: <http://www.rbct.co.za> [Accessed 7 Sept 2014].
55. Rowden, R. W. 1999. The Relationship Between Charismatic Leadership Behaviours And Organizational Commitment. *Leadership And Organizational Development Journal*, vol. 21, p 30-35
56. Skogstad, A., Einarsen, S., Torsheim, T., Aasland, M.S. and Hetland, H. 2007. The Destructiveness of Laissez-Faire Leadership Behaviour. *Journal of Occupational Health Psychology*, vol 12, p. 80-92
57. Somers, M.J. 2009. The Combined Influence Of Affective, Continuance And Normative Commitment On Employee Withdrawal. *Journal Of Vocational Behaviour*, vol 74, p 75-81
58. Smith, K.K., Matkin, G.S and Fritz, S.M 2004. A Review Of Gender And Full Range Leadership Research And Suggestions For Future Research. *Journal Of Leadership Education*, vol 3, p 52-68
59. Spinelli, R.J. 2006. The applicability of Bass's model of transformational, transactional, and laissez-faire leadership in the hospital administrative environment. *Hospital topics*, vol 84(2), p 11-19
60. Stum, D.L. 1999. Workforce Commitment: Strategies For The New Work Order. *Strategy And Leadership General Review*, vol 27, p 4-7

61. Sutherland, M. & Jordaan, W., 2004. Factors Affecting The Retention Of Knowledge Workers. *South African Journal Of Human Resource Management*, 2(2), pp. 55-64
62. Swanepoel, B., Erasmus, B., Van Wyk, M. & Scheck, H. 2000. *South African Human Resource Management: Theory and Practice*. Kenwyn: Juta & Co.
63. Tavakol, M. and Dennick, R. 2011. Making Sense Of Cronbach's Alpha. *International Journal Of Medical Education*, vol 2, p.53-55
64. Teddlie, C. and Yu, F. 2007. Mixed Methods Sampling: A Typology With Examples. *Journal of Mixed Methods Research*, vol 1, p 78-99
65. Top, S., Oge, E., Atan, O. and Gumus, S. 2015. Investigation Relational Levels Of Intensity Between Paternalistic And Servant Leadership Styles And National Culture, Organizational Commitment And Subordinate Responses Or Reactions The Leader's Style. *Social And Behavioural Sciences*, vol 181, p 12-22
66. Trochim, W.M. 2006. Research methods knowledge base. Drake University. [Available online: <http://www.socialresearchmethods.net/kb/intreval.htm>]
67. Tyssen, A.K., Wald, A. and Spieth, P. 2014. The Challenge Of Transactional And Transformational Leadership Projects. *International Journal Of Project Management*, vol 32, p 365-375
68. Ulrich, D., 1998. Intellectual Capital = Competence x Commitment. *Sloane Management Review*. [Online]. Available: <http://books.google.co.za/books?hl=en&lr=&id=vVaLd2x9njAC&oi=fnd&pg=PA1&dq=ULRICH,+D.+1998.+%E2%80%9CIntellectual+Capital+%3D+Competence+and+Commitment%E2%80%9D.Sloan+Management+Review,+Winter&ots=gci3dgxRRI&sig=tHhcmRZOglnCcb-eVvhjIdUr2kE#v=onepage&q&f=false>

APPENDICES:

Mr. Bafokeng Khoali

Drosty Rd
Grahamstown
6139

12 February, 2015

PERMISSION TO CONDUCT SCIENTIFIC RESEARCH AT RICHARDS BAY COAL TERMINAL (RBCT)

Dear Mr. Khoali

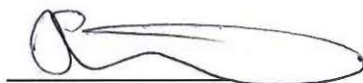
The purpose of this letter is to respond to your request for permission to conduct scientific research at Richards Bay Coal Terminal Proprietary Limited (simply RBCT).

This permission is granted in your status as a postgraduate student at Rhodes University (RU) to conduct research project on *the evaluation of a relationship between full range leadership styles and organisational commitment* at RBCT. Your activities will be limited to data collection, which may entail interacting with RBCT permanent, willing and suitable participants in line with your proposed data collection methods.

Data collection is to be done in a manner that does not disturb the functioning of the business. It is your responsibility to seek voluntary participation from suitable identified participants. The identity of participants is to remain anonymous (unless they consent otherwise). You are also expected to share the results of this study with the RBCT General Management and the CEO before final submission for examination and before publication.

Should you agree with the terms and conditions mentioned above, I, Alan Waller do hereby grant permission for you (Bafokeng Khoali) to conduct the study of *the evaluation of a relationship between full range leadership styles and organisational commitment* at Richards Bay Coal Terminal Proprietary Limited.

Sincerely,



Alan Waller

Acting Chief Executive Officer (CEO)

Appendix A

The Organization Commitment Questionnaire Scales:

Instructions

Listed below is a series of statements that represent feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by circling a number from 0 to 4 using the scale below.

0 = Strongly disagree

1 = Disagree

2 = Undecided

3 = Agree

4 = Strongly agree

Original Version (Allen & Meyer, 1990)

Affective Commitment Scale

- 1) I would be very happy to spend the rest of my career with this organization.....0 1 2 3 4
- 2) I enjoy discussing my organization with people outside it.....0 1 2 3 4
- 3) I really feel as if this organization's problems are my own.....0 1 2 3 4
- 4) I think that I could easily become as attached to another organization as I am to this one.
.....0 1 2 3 4
- 5) I do not feel like 'part of the family' at my organization.0 1 2 3 4
- 6) I do not feel 'emotionally attached' to this organization.0 1 2 3 4
- 7) This organization has a great deal of personal meaning for me.....0 1 2 3 4
- 8) I do not feel a strong sense of belonging to my organization.....0 1 2 3 4

Continuance Commitment Scale

- 1) I am not afraid of what might happen if I quit my job without having another one lined up.
.....0 1 2 3 4
- 2) It would be very hard for me to leave my organization right now, even if I wanted
to.....0 1 2 3 4
- 3) Too much in my life would be disrupted if I decided I wanted to leave my organization
now.....0 1 2 3 4
- 4) It wouldn't be too costly for me to leave my organization now.....0 1 2 3 4

- 5) Right now, staying with my organization is a matter of necessity as much as desire.....0 1 2 3 4
- 6) I feel that I have too few options to consider leaving this organization.....0 1 2 3 4
- 7) One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.....0 1 2 3 4
- 8) One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefits I have here.....0 1 2 3 4

Normative Commitment Scale

- 1) I think that people these days move from company to company too often.....0 1 2 3 4
- 2) I do not believe that a person must always be loyal to his or her organization.....0 1 2 3 4
- 3) Jumping from organization to organization does not seem at all unethical to me...0 1 2 3 4
- 4) One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.....0 1 2 3 4
- 5) If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.....0 1 2 3 4
- 6) I was taught to believe in the value of remaining loyal to one's organization.....0 1 2 3 4
- 7) Things were better in the days when people stayed with one organization for most of their careers.....0 1 2 3 4
- 8) I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.....0 1 2 3 4