

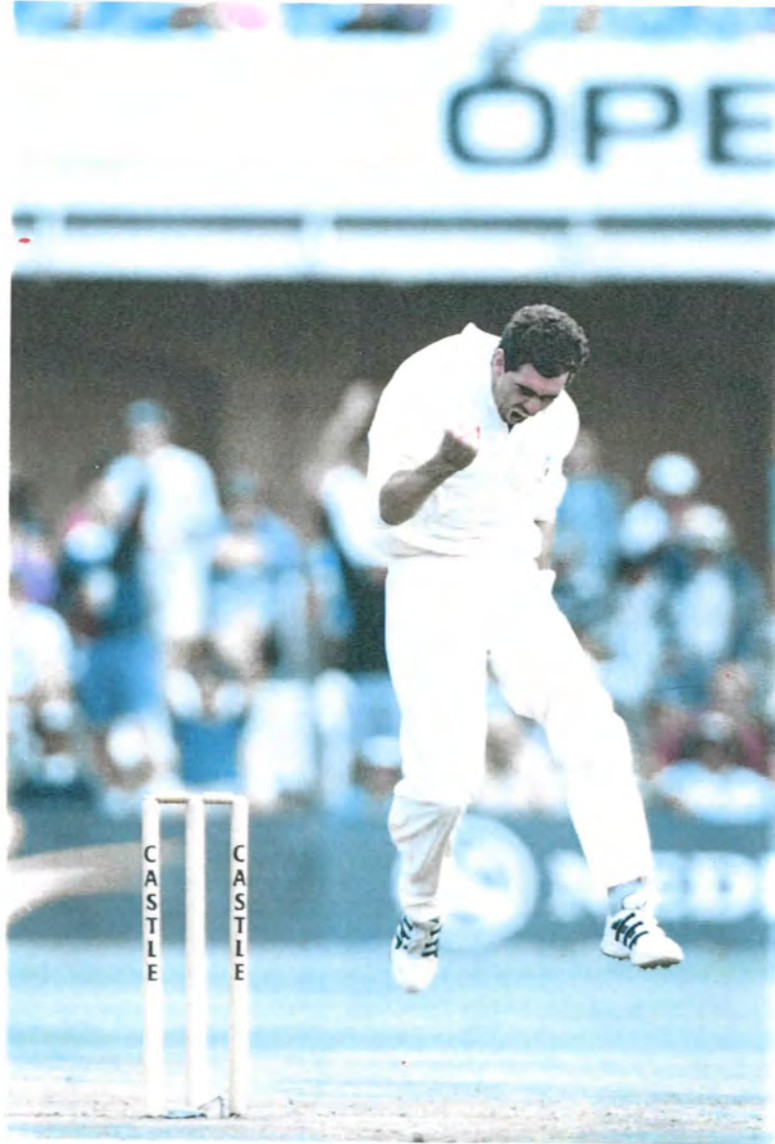
**Transformational Leadership and Organisational  
Effectiveness in the Administration of Cricket  
in South Africa**

**THESIS**

**Submitted in fulfilment of the requirements for  
the degree of Master of Commerce  
(Management)**

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**BY  
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\* Picture Courtesy of the Eastern Province Herald

## **Abstract**

After years of isolation from the international sporting arena, South African sports teams have recently achieved much success. This study is concerned specifically with managing for organisational effectiveness in South African cricket. According to the theory of transformational leadership, there should be a positive relationship between this style of leadership and organisational effectiveness. The Multifactor Leadership Questionnaire was used to collect information about leadership while data for organisational effectiveness, the dependent variable, was collected using the Effectiveness Survey for Cricket Administration. Most of the results regarding the relationship of the transformational leadership factors and organisational effectiveness were significant. On the other hand, most of the results regarding the relationship of the transactional leadership factors and organisational effectiveness were not significant. The overall results provide general support of the relevance of the transformational leadership theory in the context of cricket administration in South Africa. The results also support Bass's (1990b) argument of the universal application of the transformational leadership theory.

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## **CHAPTER 1 INTRODUCTION**

### **Preamble**

Nelson Mandela has on many occasions, such as the rugby World Cup, the soccer African Cup of Nations and during the English cricket tour of 1996, emphasised the key role that sport plays in the culture of South Africa. He has suggested that due to the enormous interest in sport in the country, it plays a more important role in the life of most South Africans than in the lives of people in many other countries (Eastern Province Herald, June 26, 1995). This chapter presents the context of this research. It starts with a general discussion about sport in the country, moving to a more specific discussion of the specifically chosen research context, namely cricket administration. The broad objectives of the study are then discussed with reference to cricket administration in South Africa.

### **1.1 Background to Sport in South Africa**

South Africa has only recently become a democratic country. Its past is characterised by widespread racism and thus friction between the many different racial and cultural groupings in the country. In this regard, President Mandela has mentioned that sport can play a major role in unifying the country's diverse population as it gives all South Africans a point of mutual interest and understanding (Eastern Province Herald, June 26, 1995).

When President Mandela spoke to Francois Pienaar, captain of the South African rugby team

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that won the rugby World Cup in June 1995, he stated, "*I wish to express my admiration for the role you and the team are playing in nation-building*" (Eastern Province Herald, February 5, 1996). Also when speaking to the South African cricket team after they had defeated England in a one-day international series in 1996, he said, "*this team has not only distinguished itself in sport, but also on other issues such as uniting our diverse population*" (Eastern Province Herald, January 22, 1996).

Notwithstanding the role of sport in the culture of South Africa, it is also considered a major business in the country. Vast sums of money are injected into the economy through avenues such as sponsorships, television and radio rights and gate receipts. Professional sportsmen and women are also well remunerated.

In a study conducted in 1988, it was found that companies had allocated two hundred and fifty million rand (R250m) to sport in a direct or indirect manner (Gouws, 1997:1). The revenue in the nineties is even greater. The following figures illustrate this point. The South African Rugby Football Union (SARFU) has recently signed a twenty million rand (R20m) deal with the footwear and clothing manufacturer, Nike. South Africa also hosted the Rugby World Cup in 1995, which brought in revenue of more than one hundred million rand (R100m) (Gouws, 1997). Television rights also bring in substantial revenue. In June 1995, the rugby unions of South Africa, New Zealand and Australia signed a two billion rand (R2b) deal with Rupert Murdoch's News Corporation. This deal gave this corporation television rights to all national and provincial rugby played in those countries until the year 2005 (Eastern Province Herald, June 24, 1995).

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The United Cricket Board of South Africa operates on a projected budget of more than fourteen million rand (R14m) while an average union affiliated to the board operates on a budget of approximately seven and a half million rand (R7.5m)<sup>1</sup>. Taking more of a global perspective, Dobson, Gratton and Holliday (1997:77) found that hosting the European Football Cup in 1996, brought in approximately one hundred and twenty million pounds (120m) for the eight host cities and surrounding regions. It is clear then that sport can have a positive impact on the economy of a country such as South Africa.

The National Sport Council (NSC) is the overall governing body of sport in South Africa, although it is not actively involved in the administration of the various sporting codes. Using spectator interest, media coverage and participation as indicators, the major sports in the country are soccer, rugby, cricket and the combined Olympic sports. Soccer and rugby have been surrounded by controversy in recent times with both being the target of government commissioned judicial enquiries, while the Olympic sports are essentially still amateur in nature. The focus of this study is on the remaining major sport, namely cricket. Cricket is administered in a well organised and transparent manner in the country, making information easily obtainable.

Having discussed the background to sport generally in South Africa, it is now necessary to discuss cricket, as the chosen research context, in more detail.

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<sup>1</sup> Information obtained from United Cricket Board of South Africa Annual Report.

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## 1.2 A New Era for Cricket

Due to South Africa's political system of Apartheid, cricket was isolated from the official international arena for approximately twenty years. With the dismantling of *Apartheid* came the chance for South Africa's cricket players again to test their skills against the best players in the world. Cricket was the first sport to re-enter the international arena. They soon learnt, however, how competitive international cricket had become. At Eden Gardens Stadium in Calcutta in November 1991, Clive Rice and his teammates played against India for the first time in a match that they lost by three wickets. Since that day the South African cricket team has gone from strength to strength. Kepler Wessels led the team, against all odds, to the semi-finals of the World Cup in 1992. As evidence of the on-field success of the national team, Tables 1.1 and 1.2 on page five present South Africa's post-isolation test and one-day international cricket record. International cricket teams compete in two forms of cricket. One-day international cricket involves each team batting for fifty overs in one day while test cricket involves each team batting twice over a five day period.

**Table 1.1: South African Cricket Test Match Results: 1991-November 1997 <sup>2</sup>**

vs-COUNTRY	PLAYED	WON	LOST	DRAWN
Australia	9	3	4	2
England	8	3	1	4
Pakistan	4	2	0	2
India	10	4	2	4
West Indies	1	0	1	0
N-Zealand*	4	3	1	0
Sri Lanka	3	1	0	2
Zimbabwe	1	1	0	0
<b>TOTAL</b>	<b>40</b>	<b>17</b>	<b>9</b>	<b>14</b>

\* N-Zealand = New Zealand

**Table 1.2: South African One Day International Results: 1991-November 1997.**

vs-COUNTRY	PLAYED	WON	LOST	TIED
Australia	30	15	15	0
England	12	7	5	0
Pakistan	17	10	7	0
India	26	18	8	0
West Indies	10	5	5	0
N-Zealand*	8	4	4	0
Sri Lanka	9	5	4	0
Zimbabwe	6	6	0	0
Kenya	2	2	0	0
UAE*	1	1	0	0
Holland	1	1	0	0
<b>TOTAL</b>	<b>122</b>	<b>74</b>	<b>48</b>	<b>0</b>

\* N-Zealand = New Zealand

\* UAE = United Arab. Emirates

<sup>2</sup> Information for Tables 1.1 and 1.2 was obtained from the official United Cricket Board website:- [http://sunsite.wits.ac.za/link\\_to\\_database/NATIONAL/RSA](http://sunsite.wits.ac.za/link_to_database/NATIONAL/RSA)

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As can be seen in Table 1.1, South Africa has fared well in test cricket, with a record comparable to any of the major cricketing nations in the world. Table 1.2 shows that South Africa has won seventy out of the one hundred and nineteen matches that it has played in one-day international cricket, which is a good achievement considering the fact that it was isolated from international cricket for more than twenty years. The performance of the national team can be used as a measure of the standard of cricket in South Africa.

However, it is important to note that there is more to this success than simply the talent of the cricketers. Behind the scenes administrative structures, set up by the United Cricket Board of South Africa, ensure that the sport is run in a professional manner, both at provincial and national level.

Having presented evidence of the on-field success of South African cricket, a closer look at the administration of cricket is necessary through an investigation of the administrative structures of the United Cricket Board of South Africa.

### **1.3 The structure of the United Cricket Board of South Africa<sup>3</sup>**

Organised cricket has been taking place in South Africa since the 1880's. However, for many years cricket was racially divided in the country. Before 1991, cricket played by white people in South Africa was administered by the South African Cricket Union and cricket played by non-whites was administered by the South African Cricket Board. After a series of meetings

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<sup>3</sup> Information regarding the structure of the United Cricket Board was obtained from the official web-site, [http://sunsite.wits.ac.za/link\\_to\\_database/NATIONAL/RSA](http://sunsite.wits.ac.za/link_to_database/NATIONAL/RSA)

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a joint non-racial cricket board was formed in 1991 and was named the United Cricket Board of South Africa. All cricket in South Africa is now administered by the United Cricket Board of South Africa. The two most important positions at United Cricket Board of South Africa are the Board President and the Managing Director.

The Managing Director is employed as the active leader of the United Cricket Board. The position of Board President is elected at the Annual General Meeting. This individual is not an employee of the United Cricket Board of South Africa. He fulfills a similar role to the Chairman of the Board of Directors of any listed company. Various other board positions are also chosen at the Annual General Meeting. Board members are essentially only involved in policy making and not with active administration.

The United Cricket Board of South Africa has eleven affiliated members. These are presented in Table 1.3 on page 8. The affiliated members have the same structure as the controlling body. Each union employs a full-time <sup>4</sup>Managing Director or equivalent and selects non-paid board members, in the same way as the governing body, to assist in certain aspects of the administration of the sport. The unions also employ full-time staff members, other than the Managing Director to assist with the day-to-day administration of the sport. The unions vary in size from those that employ more than twenty additional people to those that employ less than five. These positions include financial, human resource, marketing and administrative assistant positions.

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<sup>4</sup> Equivalent means that certain Unions call the Managing Director - the Chief Executive Officer, or in some cases the General Manager. For the purposes of this research this individual will be referred to as the Managing Director or MD.

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**Table 1.3: The affiliates of the United Cricket Board of South Africa <sup>5</sup>**

a.	Western Province Cricket Association
b.	Transvaal Cricket Board
c.	Eastern Province Cricket Board
d.	Free State Cricket Board
e.	Northerns Cricket Board
f.	Natal Cricket Association
g.	Border Cricket Board
h.	Boland Cricket Board
I.	Griqualand West Cricket Board
j.	Eastern Cricket Union
k.	North West Cricket Board

This research is focused on the full-time employees of the United Cricket Board of South Africa and its affiliates and is specifically conducted at the level of Managing Director.

The unions compete locally for the M-Net Supersport series, the Standard Bank League and the Standard Bank Cup. It is from participation in these domestic competitions that the South African cricket team is selected. Natal are the reigning M-Net Supersport and Standard Bank Cup holders, while Northerns won the Standard Bank League for the 1996/1997 season.

Cricket is a fully professional sport in South Africa as most regular provincial and national

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<sup>5</sup> The United Cricket Board logo is included as Appendix A, as it demonstrates the basic principles upon which the board operates.

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players are entitled to, and do, earn a living from the sport.

On the playing field, the United Cricket Board as a whole has achieved much success through the national team, as demonstrated in Table's 1.1 and Table 1.2. As a result they are considered one of the most competitive teams in world cricket. The South African cricket team are referred to as the *Proteas* and the current national captain is Hansie Cronje of the Free State.

At the provincial level competitions are professionally organised and fiercely contested. Unions, though, are not only competing on the field of play, but are operating in a business environment where financial considerations are also of paramount importance. The unions must therefore operate as any other business in the country.

The United Cricket Board is founded on the principle that participation in cricket in South Africa should take place without discrimination based on colour, race, creed, religion, or sex. To achieve this, it has designed structures to ensure that those previously disadvantaged, in terms of participation in the sport, will in future not face the same obstacles. The United Cricket Board has developed a strategy, based on its so-called *development programmes*, to make cricket the most accessible sport for all South Africans to participate in. This is in line with South Africa's national Reconstruction and Development Programme (RDP).

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#### 1.4 Purpose of the research

In terms of the discussion presented thus far, it can be argued that the United Cricket Board of South Africa seems to be a successfully managed organisation. This can be deduced from, amongst other things, their success on the cricket field, ability to generate finances and their commitment to developing cricket amongst previously disadvantaged communities. This context provides the setting for this particular research, which involves a leadership and organisational effectiveness study.

Leadership is a critical success factor in any organisation, as is discussed in chapter two. As a result, many leadership theories have been proposed in the last fifty years, which are said to influence the overall effectiveness of the organisations where they are employed. In the competitive world business environment it is vital that organisations employ leadership styles, which enable their organisations to survive in a dynamic environment.

Recent research in organisational behaviour has identified a leadership theory termed transformational leadership, as most applicable to contemporary organisations. The transformational leadership style is said to have a positive impact on the effectiveness of an organisation (Bass and Avolio, 1994). The concept of organisational effectiveness is, however, controversial and many contrasting views exist on the measurement of this concept, yet it remains the critical dependent variable in research of this nature.

Bass (1990b) also presented findings that suggested that the transformational leadership theory

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was universally applicable. At this stage most of the research on this theory has been conducted in North America and Europe, resulting in a call for more research to test the applicability of transformational leadership in cultural settings in other parts of the world, to assess the universal argument critically (Pruijn and Boucher, 1994:72).

As mentioned, the United Cricket Board of South Africa has achieved much success of late, thereby providing the setting to test the impact of transformational leadership on organisational effectiveness in this South African cultural context. As a result of this study, it will also be possible to comment on the universal applicability of the theory.

This above-mentioned purpose is achieved specifically through investigating the role that senior administrators (Managing Directors) play in ensuring the effectiveness of cricket administration in South Africa in the time period 1996 and 1997. In a recent interview, Dr Ali Bacher, the Managing Director of the United Cricket Board stated that he, like everyone at the United Cricket Board, wants South Africa to be the best cricketing nation in the world (Keohane, 1997:45).

## **1.5 General discussion**

Managing a cricket union is exactly like managing any other organisation. The Managing Directors of the various unions operate in a fiercely competitive and dynamic environment and have the responsibility to ensure that the organisations survive and grow. As Amis and Slack (1997) show, sport organisation's survival in the nineties has become increasingly predicated

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on an ability to be able to respond rapidly to environmental change. As a result it will be argued that effective leadership, specifically transformational leadership, is extremely important. This research investigates the leadership styles of the Managing Directors of cricket unions in South Africa and the corresponding effectiveness of the unions that they manage.

In addressing the broad objectives of this study, chapter two will delineate the field of study for this research, namely leadership. Chapter three examines transformational leadership specifically with chapter four completing the literature review through an examination of the concept of organisational effectiveness. Chapter five investigates the relationship of transformational leadership and organisational effectiveness in the context of cricket in South Africa. Chapter six is a discussion of the research methodology of this study while chapter seven presents the results of the empirical investigation undertaken. Chapter eight reviews the results in the light of previous research on the topic with chapter nine providing the conclusion and implications for future research.

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## **CHAPTER 2**

### **THE CONCEPT AND THEORIES OF LEADERSHIP**

#### **2.1 Introduction**

Leadership is certainly one of the world's oldest and most topical issues. As Bass (1990a) demonstrates, the study of leadership rivals in age the emergence of civilisation which shaped its leaders as much as it was shaped by them. One only has to read about great leaders of the past such as, Moses in the Old Testament of the Bible, Napoleon in the 1700's, Abraham Lincoln in the 1800's and Winston Churchill in the mid 1900's, to observe the need and result of effective leadership. Great leaders are even more in demand in modern times as society and technology becomes increasingly advanced. This chapter presents an overview of the evolution of the concept of leadership. Leadership is firstly defined, described and critically analysed. The major leadership theories are then discussed, culminating in a discussion of the move to a new leadership approach.

#### **2.2 Management and Leadership**

As a starting point a distinction should be drawn between leadership and management. Organisations are increasingly realising that due to the nature of leadership and management, it is leadership and not management which is the critical success factor for an organisation. This is further referred to in section 2.2.

Gerber, Nel and Van Dyk (1996) identify the main differences between leadership and

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management by demonstrating that a manager is a person who exercises the daily management functions of planning, leading, organising and controlling as a result of a formal position of authority held in the organisation. A leader, on the other hand, is any person capable of persuading other people (followers) to strive for certain goals (formal or informal), irrespective of position (Robbins, 1996). As Manning (1997:200) puts it, managers are seen as those individuals who are capable of *doing things right* while leaders are those who *do the right things*. Kotter (1990:6-7) takes the concept a step further by distinguishing between management and leadership in terms of four different factors, which he sees as crucial functions in any business. The first factor is *creating an agenda*, where managers are seen to plan and budget, leaders are seen to establish direction. In terms of *developing a human network for achieving the agenda*, the second factor, managers are concerned with organising and staffing while leaders are concerned with aligning people with future visions. The third factor distinguishes between the way that managers and leaders *execute the agenda*. Managers execute through controlling and problem-solving while leaders execute through motivating and inspiring their followers. In terms of the final factor, *outcomes*, managers are seen to produce a degree of predictability and order, while leaders often produce useful change.

An individual can be both a manager and a leader. It is possible, however, to be a manager and not a leader and vice versa. The implication of this argument is that organisations should strive to place genuine leaders in positions of management, those who are capable of doing both *things right* and the *right things*.

Having briefly distinguished between managers and leaders, it is possible to pose the specific

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question, 'what is leadership?'

### 2.3 What is Leadership?

Finding one specific definition of leadership is a very complex task as studies on the topic are wide and varied and there is no generally accepted definition (Bass, 1985). Generally, leadership involves influencing other individuals to act towards the attainment of a goal or goals. In the 1950's, renowned leadership theorist, Stodgill, captured what is considered an accurate definition of leadership: "... *the process of influencing the activities of an organised group in efforts towards goal setting and goal achievement*" (Stodgill, 1974:11).

From an extensive investigation into leadership in South Africa in 1983, Schilbach (In. Gerber *et al*, 1996: 343) defined the concept as follows. "*Leadership is an interpersonal process through which a leader directs the activities of individuals or groups towards the purposeful pursuance of given objectives within a particular situation by means of communication*". This definition is presented due to the fact that this study is conducted in South Africa.

A more contemporary definition is provided by Kotter (1988:5). Leadership is defined as "*the process of moving a group (or groups) in some direction through mostly non-coercive means*". The definition is consistent with other writers on the topic such as Burns (1978), and more recently Bass (1990a) and Yammarino (1997). This definition will be adopted for the purposes of this research.

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Kotter (1988) further suggests that effective leadership is defined as *'leadership which produces movement in the long-term best interest of the group(s)'*. This is consistent with Rutter (1995) who defined the concept in a similar way while discussing the need for effective leadership in South Africa. The concept of effective leadership is central to the theme of this research and is discussed in detail in a later section.

Having broadly defined leadership, it is necessary to discuss why leadership is seen as a critical success factor in an organisation.

## **2.4 The Critical Role of Leadership**

When discussing the need for leadership, it is important to also review literature which argues the contrary. Arguments against the need for leadership are outlined before the specific need for leadership is discussed.

### **2.4.1 What if Leadership has no impact on the Organisation?**

Reference has been made of the fact that leadership is one of the critical success factors for any organisation. Some authors have, however, questioned the impact of leadership on organisational performance. Two of the most important of these studies will be referred to.

Pfeffer (1977) took the controversial standpoint of suggesting that leadership is a sense-making heuristic to account for organisational performance and is important primarily for its sense

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making role in organisations. In other words, in order for individuals to understand situations, they may attribute the success or failure of a situation that is actually influenced by other factors, to the ability of the leader. Leaders are only able to react to contingencies, facilitating the adjustment of the organisation in its context, only having limited control over the environment.

Meindl and Ehrlich (1987) suggest that the effects of leadership are '*in the eyes of the beholder*'. Followers attribute many effects which are actually due to historical, economic, or social forces, to leaders.

Meindl and Ehrlich (1987), as well as Pfeffer (1977) place great emphasis on the effects of situational factors. While situational factors are recognised as important, as will be shown in section 2.4.4, they should not be seen as the primary influences in an organisation.

Despite the arguments against leadership, management and leadership do seem to have a substantial effect on some organisational outcomes (Bass, 1990a:7). The basic argument for the necessity of leadership is briefly outlined in 2.3.2.

#### **2.4.2 The Importance of Leadership**

Stemming from the argument of section 2.4.1, it seems that situational factors are seen as important in the evaluation of leadership. This issue will receive further attention in 2.4.4. As Robert Goizueta, Chairman of the Coca Cola Company explains, "*...we obviously have*

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*little control over global economic trends, currency fluctuations and devaluations, natural disasters, political upheavals, social unrest, bad weather or schizophrenic stock markets. We do, however, have complete control over our own behaviour....* (Manning, 1997:9).

Therefore, despite the fact that situational factors play a role in organisational performance, one cannot simply sit back and be dictated to by the situation. Implicit in the definitions of leadership provided earlier, it is a process of shaping behaviour and is therefore a key critical success factor in an organisation because of the fact that it can be controlled to some extent. Bass (1990a) suggests that leadership behaviour should be able to shape the context, to some extent.

Napoleon expressed his opinion about the importance of leadership in his famous quip that he would rather have an army of rabbits led by a lion than an army of lions led by a rabbit (Bass, 1990a:6). Dimma (1989:17) suggests that leadership is unquestionably the crucial determinant of the success of any institution, be it one of the great industrialised nations of the late twentieth century, or a chestnut vendor on a street corner. It is suggested that even if leadership is not the only important factor in the success of any organisation, a positive and meaningful relationship can be found between the quality of leadership at a given organisation and its performance. Cronje, Neuland, Hugo and Van Reenen (1987:113) provide examples where the success or demise of certain organisations can be ascribed to a specific leader. Some South African examples cited include Sol Kerzner at Sun International, Conrad Strauss at Barlow Rand and Anton Rupert at Rembrandt. Globally, reference is often made to the leadership exploits of Richard Branson of the Virgin Group, Bill Gates of Microsoft, Rupert Murdoch of News Corporation and former United States presidential candidate Ross Perot, to

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name a few.

Despite the skepticism about the reality and importance of leadership, one only has to look at all social and political movements to see that leaders are required, as no society can survive without some form of leadership. Further, leadership is often regarded as the single most critical success factor in the success or failure of an institution (Bass, 1990a:8). This point is further demonstrated through reference to various studies that have centred on the topic<sup>1</sup>. Firstly, Allen (1981) argued that the school principal's leadership is the most important factor in determining a school's climate and students' success.

In the business sector, Maccoby (1979) concluded that the need of firms to prosper in a world of increasing competitiveness, of technological advances, of changing government regulations and of changing worker attitudes, requires a higher level of leadership than ever before. Renowned leadership theorist, Kotter (1988), argues for the increasing importance of leadership in contemporary organisations, because of important shifts in the business environment, such as the shift in competitive intensity and the need for greater participation of the entire workforce, thus further substantiating Maccoby's claims.

Leadership is also an important success factor in the military environment (Bass, 1990a). A glance through the history books reveals that in war times, better led forces have been repeatedly victorious over poorly led forces. Gal and Manning (1987) conducted a study of United States and Israeli enlisted soldiers and found that the morale and cohesion among these

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<sup>1</sup> Reference is made only to a broad cross-section of the studies to demonstrate the point.

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soldiers correlated with measures of the soldiers confidence in their commanders which in turn correlated with the overall performance of the unit. Similar findings have been made in the business context where Lawshe and Nagle (1953) found that organisational productivity was directly related to employee satisfaction. Bass (1990a) indicates that surveys of job satisfaction, such as that by Lawshe and Nagles, from the 1920's onwards, illustrate the importance of leadership. They uniformly reported that employee's favourable attitudes towards their supervisors resulted in improved employee satisfaction and, therefore, improved productivity. Kotter (1988:9) compares the business world to fighting in a battle. *"During peacetime an army can perform its functions with good administration and management but during war, although still needing competent administration and management, it cannot function without good leadership"*. No one has yet discovered to administer or manage people into battle, it requires the kind of leadership abilities mentioned in the distinction between leaders and managers (section 2.1). In the same way as the military during wartime, organisations throughout the world are searching for leaders who can help them deal with the economic warfare created by intense competition.

To complete a cross-section of studies which have demonstrated the need and importance of leadership, reference is made to researchers such as Bass and Farrow (1977) who demonstrate the need for political leaders, as mentioned earlier. The style and performance of political leaders makes a difference in what happens to legislation, policy and programs and hence the success of political movements (Bass, 1990a).

Reference has been made to the various types of organisations where leadership has been seen

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as a crucial determinant in the success of an organisation. Conversely, poor leadership is often cited as one of the key problems in floundering organisations. Cogill (In. Gerber *et al*, 1996:343) demonstrates this concept through an investigation of successful and unsuccessful governments, thus further strengthening the argument for the importance of leadership.

A broad outline has been given of reasons for the importance of leadership. Throughout history, but particularly from the 1900's onwards, leadership researchers, such as those mentioned in this section, have attempted to distinguish between effective leaders and ineffective leaders. Various frameworks have been developed to conceptualise the concept of leadership. These frameworks have developed into the basic theories of leadership that are known today and which are discussed in the next section.

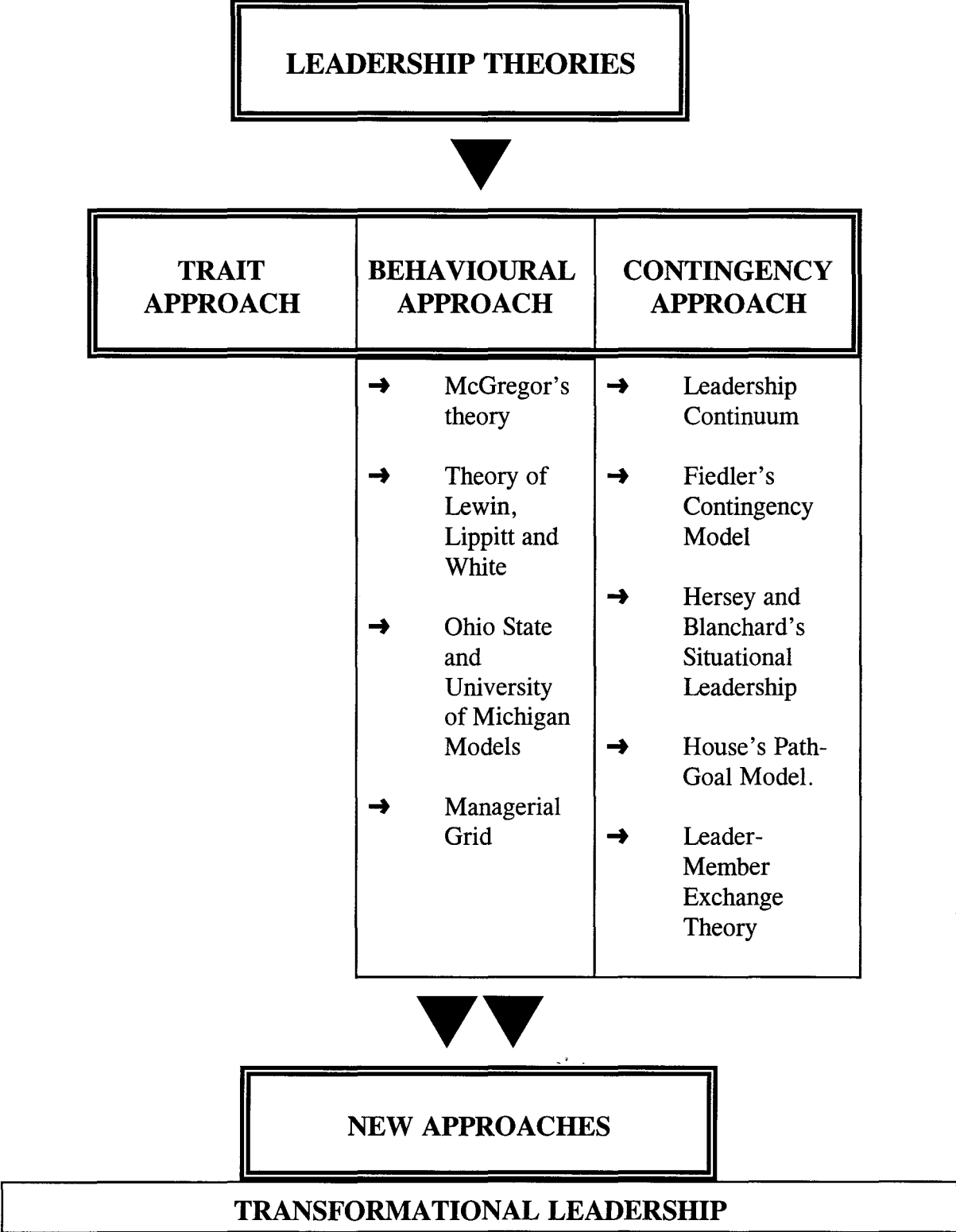
## **2.5 Leadership Theories**

Theories of leadership attempt to explain the factors involved either in the emergence of leadership, or in the nature of leadership and its consequences (Bass, 1990a:37). As already mentioned, a look at successful and unsuccessful leaders of the past seems to indicate a relationship between the performance of any organisation, large or small, and the quality of its leadership. As a result, various theories and leadership models have been developed. These models attempt to simulate reality and thereby show the interrelationship of the various factors that are conceived to be involved in the leadership process which takes place between leaders and followers. The evolution of the schools of leadership thought are discussed in this section.

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Leadership literature contains a large variety of approaches to leadership. An approach is a number of leadership theories classified into one category because of their similar principles. Such is the extent of the various theories of leadership that major complexities exist in the conceptual understanding of the topic (Bass 1990a and Robbins, 1996). In order to overcome the complexity inherent in leadership theories, Schilbach undertook an extensive leadership study in South Africa in 1983 and discussed a framework of basic approaches to leadership (Gerber *et al*, 1996). A survey of organisational behaviour literature such as Robbins (1996), Ivancevich and Matteson (1993) and Tosi, Rizzo and Carroll (1994) indicates that there are three broad, but widely accepted, approaches to leadership as well as a move to new approaches. These approaches were also identified by Schilbach, as referred to previously, and are used as the basis for the development of Figure 2.1, which is a basic framework of the basic approaches to leadership. This diagram is used as a basis for understanding the evolution of the concept of leadership and to demonstrate the move to new approaches in leadership theory. Each of the approaches to leadership will be reviewed.

Figure 2.1: The Basic Leadership Approaches



(Adapted from Gerber *et al*, 1996:342, and Robbins, 1996)

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### 2.5.1 Trait Approach

The earliest models of leadership are based on the assumption that certain physical, social, and personal characteristics are inherent in leaders (Hellriegel and Slocum, 1996:450). These qualities (traits) differentiate leaders from followers. Researchers such as Bernard (1926), Kilbourne (1935) and Stodgill (1974) have investigated the role of traits in leadership behaviour.

The main contribution of this approach was to provide evidence that certain characteristics (traits) inherent in individuals could result in effective leadership. This was essentially the first attempt at a conceptual understanding of leadership. Robbins (1996) indicates that the cumulative findings of more than fifty years of research demonstrates that some traits do increase the likelihood of success as a leader, but that no traits *guarantee* success.

Until 1940, most research about leadership focused on the individual traits. Although there are major limitations associated with the pure trait approach (discussed in the next paragraph), Bass (1990a) discusses how certain traits of leadership are still important to the subject in contemporary society. Although this approach received major criticism and went out of favour, a refined understanding of traits is re-emerging as an important part of new approaches to leadership, such as transformational leadership, which is discussed in chapter three.

The pure trait approach, however, focuses almost exclusively on physical and personality characteristics and hence is not considered to be of vital importance in understanding leadership

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(Gerber *et al*, 1996:355). Tosi *et al* (1994) also suggest that the trait theory fails to clarify the relative importance of traits. Further, the approach is too narrow in that it focuses exclusively on the leader and overlooks the needs of the follower (Robbins, 1996). Stodgill (1974) also came to the conclusion that personality, behaviour and situation had to be included to explain the emergence of leadership. A further implication of the trait approach is that it assumes that leadership is basically inborn, meaning that selection would be the key to effective leadership at an organisation, rather than other factors such as training (Robbins, 1996:415).

### **2.5.2 Behavioural Approach**

Leadership research from the late 1940's to the mid 1960's emphasized the preferred behavioural styles that leaders demonstrated rather than traits. Ivancevich and Matteson (1993) describe behavioural models of leadership, as those that focus on the differences in the actions of effective and ineffective leaders.

Bass (1990a:49) shows how the leader's behaviour is a cue to evoke the subordinates task behaviour. In other words, the leaders behaviour will determine how well tasks are accomplished by followers. The main behavioural models are the Theory of Lewin, Lippitt and White (1939), McGregor's Theory (1960), the Managerial Grid Model of Blake and Mouton (1964) and the Ohio State and University of Michigan Models (In. Bass, 1990a). All of these models look at what effective and ineffective leaders actually do; how they delegate tasks to subordinates, where and when they communicate to others and how they perform their roles. Behavioural models made a great contribution to the understanding of leadership, as the

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focus shifted from *who leaders are* (traits) to *what leaders do* (behaviours). An important contribution of this approach is that it demonstrates that unlike traits, behaviours can be seen and learned and also relate directly to the function being performed. This has important implications for management training in that effective behaviour, unlike traits, can be learnt. If training worked, we could have an infinite supply of leaders (Robbins, 1996:415).

The main criticism of these models is their failure to take situational factors into account. Situations change and leadership styles have to change with them. Behaviour must, to some extent, be dictated by the specific circumstances in which the leader operates (Ivancevich and Matteson, 1993).

### **2.5.3 The Contingency Approach**

Dissatisfaction with the trait and behavioural theories gave rise to the contingency approach to leadership. This approach is also sometimes referred to as the situational approach. The main principle of these contemporary approach is, according to Schilbach (In. Gerber *et al*, 1996:363), that: "*leadership is specific and always relative to the particular situation in which it occurs*". In other words, appropriate leader traits or behaviours are contingent or dependent on relevant situational characteristics. The individual who becomes a leader, or who is the leader of a particular activity, is a function of the total situation. This situation includes not only the leader, the subordinates and other groups to which the leader is related, but also a myriad other human, physical and time variables.

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The contingency approach suggests that no single leadership style, specific leadership functions or particular leadership qualities are recommended as the best under all circumstances (Gerber *et al*, 1996:367). As a result, this approach is useful in a complex environment, as found in South Africa. The main contingency models are the Leadership Continuum of Tannenbaum and Schmidt, Fiedlers Contingency Model, Hersey and Blanchard's Situational Leadership Model and House's Path-Goal Model and the Leader-Member Exchange theory (Bass, 1990a). Each of these models has its advocates and each attempts to identify the leader behaviours most appropriate for a variety of different situations (Ivancevich and Matteson, 1994). The main contribution of the contingency approach was, therefore, to demonstrate the importance of situational factors in leadership, resulting in more systematic leadership research.

Hollander (1986) points out that due to the nature of the contingency approach, a major limitation is that it suggests that leadership is contingent on a condition of traits and situations involving an exchange or a transaction between leaders and followers. In other words, in its simplest form, this basic approach assumes that followers respond to leaders in terms of reward for desirable behaviour or discipline for undesirable behaviour. As Bass (1990a) points out, due to the transactional nature of, not only the contingency approach, but also the trait and behavioural approaches, they focused mainly on basic human needs, thus failing to take higher order needs into account. The basic approaches also do not pay enough attention to the needs of the follower (Bowditch and Bruno, 1994). This is contrary to literature on motivational theories (Tosi *et al*, 1994). A specific discussion on the move from transactional approaches to a transformational approach is presented in chapter three.

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A further limitation of the approach is the failure to provide some universal principles of leadership (Bass, 1990a). There are certain principles, such as integrity, which are not governed by any particular situation (Robbins, 1996). The contingency approach also assumes that leaders are merely shaped by their situation, when it might be possible that truly effective leaders can shape situations around them (Kotter, 1990). An element of traits and behaviours should allow a leader to change a given situation.

#### **2.5.4 Summary**

An overview of the basic approaches to leadership has been presented. A move towards new approaches will now be discussed, particularly with reference to previous theories. The main components, as well as a critical analysis of the new approach selected as appropriate for this study, namely transformational leadership, are presented in chapter three.

### **2.6 A move towards new Approaches**

The goal of theory development should be to aid in the understanding of prevailing facts. However, in many cases the leadership theories discussed have, unfortunately, obscured the facts due to their complex nature, particularly the behavioural and situational theories (Bass, 1990a:37). In other words, the theories are often so complicated that they are open to various interpretation. Robbins (1996) points out that the one common theme in the latest approaches to leadership, is that they tend to de-emphasize theoretical complexity and to look at leadership more in the way the average layperson views the subject.

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Despite the complexity of many theories, it is, however, imperative that studies involving leadership are grounded in theory and in concepts that are acceptable to and used by managers and emergent leaders (Glaser and Strauss, 1967). Stemming from this argument, a cry existed for an easily understood, yet theoretically sound, leadership approach.

By the 1960's, the trait, behavioural and contingency Approaches had been developed. As can be seen from the previous discussion in section 2.4, these approaches do not agree on how leaders can best influence followers. In addition, Bass (1990a) states that, these basic approaches also lack rigour, generality and the opportunity to employ standard measurements. He suggested that these approaches had not been rigidly tested in practice and that they were too specific either in defining leadership in terms of traits, behaviours or situations. A need existed for general leadership principles which also noted the needs of followers. These principles could then be adapted to specific situations, thus not ignoring the contingency approach.

An important point, as noted earlier, is that leadership was at that point seen to involve a transaction or exchange between the leader and those led. The focus of leadership was seen to involve inducement for acceptable behaviour and discipline for unacceptable behaviour. Bass (1990a) notes that leadership research over the years has proved that loyalty is more powerful than tangible inducements. Even a glance at the most basic motivational theories like Maslow's Hierarchy of Needs and McClelland's Theory of Needs demonstrates that individuals are motivated to perform by more than tangible rewards (Robbins, 1996).

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As the global environment has become more competitive and dynamic, so top managers throughout the world have realised the need to make changes in their way of operating if their organisations are to survive (Kotter, 1990). As a result many new leadership studies have taken place in recent years. Renowned leadership theorists such as Burns (1978), Bass (1990), Stodgill (1990), and Avolio, Waldman and Yammarino (1991), to name but a few, have completed extensive leadership research. As a result a new theory, termed transformational leadership, has been identified as the most appropriate style of leadership in contemporary organisations.

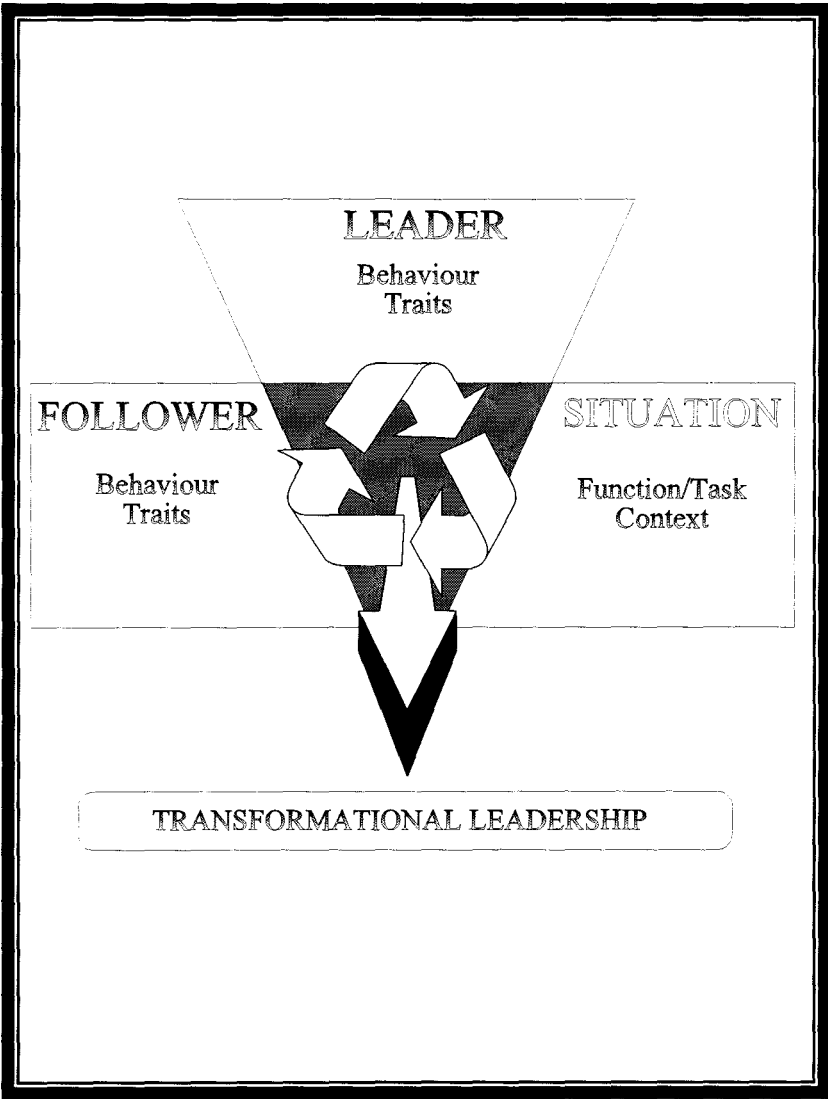
Transformational leadership addresses the inherent limitations in previous leadership theories by providing an holistic view of leadership, as well as a set of universally accepted principles which, if employed, should result in the improved effectiveness of the organisation. It overcomes the inherent lack of generality in previous leadership theories. This theory builds on the previous leadership approaches as contemporary organisations seek a universal approach in their leadership, as they compete more and more in a global market, which is not constrained by culture or political boundaries. The way that transformational leadership draws upon the previous theories is demonstrated in Figure 2.1.

A way of understanding the transformational leadership theory is to think of it as an integrative approach to leadership. Leadership is viewed as a complex process which is more than a transaction between leader and follower. Figure 2.2, demonstrates the transformational leadership process. This figure is based on a review of the leadership literature as presented in this chapter, as well as on a review of the primary authors on the topic of transformational

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leadership such as Burns (1973), Bass (1985) and Avolio *et al* (1991).

**Figure 2.2: Transformational Leadership: An integrative approach**



As is demonstrated in Figure 2.2, the transformational leadership theory recognises that there are certain traits inherent in leaders and followers. Unlike the views of the trait theorists, however, it will be shown, in chapter three, how these traits can be observed and learnt.

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Based on unique personality characteristics, the leader acts or behaves in certain ways to attempt to influence followers to achieve objectives. The actions of the leader are based on certain traits, which can be developed.

Also central to transformational leadership is the fact that the behaviour exhibited by the leader focuses not only on tangible inducements, but more on developing the follower to transcend their own self-interests for the good of the group (Bass, 1990a:530). In other words, followers are focused on long-term interests rather than short-term satisfaction. At the same time, as the figure demonstrates, situational factors are taken into account. This is further discussed in chapter three.

It should also be specifically noted that the traits, behaviours and, particularly, the needs of the follower, influence the leadership process. By taking these factors (of the follower) into account, the leadership process is more than a transaction between leader and follower. The transformational leadership approach is sometimes referred to as the full-range leadership approach as it is seen to develop leaders and followers to heightened levels of potential. This point will be further elaborated on in chapter three.

Referring to figure 2.2, it should be noted that leadership takes place in the central area, indicated by the three arrows. The followers respond to the leaders trait-based behaviour in either a positive or negative way. The leader/follower interaction is influenced by various factors. The first set of factors influencing leadership which will be discussed are situational. These are the nature of work being undertaken, the functions performed by both the leader and

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the follower and the prevailing work conditions. However, the situation does not dictate that different traits are necessary but rather that the focus shifts from one trait or behaviour to another. It could also be that the traits and resultant behaviours vary in their degree of need in a given situation.

It can therefore be seen that transformational leadership integrates the trait, behavioural and situational approaches, resulting in a set of universal leadership principles. These are principles that are not constrained by culture or political boundaries. The leadership theorists mentioned earlier in this section, contend that these principles, if applied, should result in effective behaviour and therefore effective organisations. It can also be said to take the previous leadership theories from a transactional to a higher, new level of understanding. This will be expanded upon in chapter three.

Having discussed the topic of leadership generally, the study will now focus more specifically on leadership in South Africa. The transformational leadership theory will be further discussed chapter three.

## **2.7 The Need for Effective Leadership in South Africa**

The critical role of leadership has been discussed and is particularly relevant in South Africa. April 27, 1994 signalled the start of a new era in South Africa. The election of the country's first democratic government brought the need for many changes, not only in the political arena and business environment but also in the sporting environment, which is

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particularly relevant in this research. Brand Pretorius, Chairman and Chief Executive of Mc Carthy Motor Holdings (1996:12) suggests that effective leadership is the critical success factor for future growth and prosperity in South Africa. This is because South Africa now finds itself having to compete in the dynamic global environment, which is sometimes referred as the business *war-zone*.

As renowned strategist, C.K. Prahalad warned, "*once South Africa joins the global marketplace, other players with their own agendas will make the rules* (Manning, 1997:10). The South African workplace is characterised by its diverse and largely unskilled workforce. The pre-election workplace was characterised by conflict and animosity. Some of the conditions and challenges facing South African organisations are summarised in Table 2.1 on the next page.

Manning (1997:197) captures the essence of what is required, "*South African firms, without exception, have to radically change their view of people, the way they employ them, and the way they tap their potential. South African managers need to wake up fast to the new realities, and to their own shortcomings*".

**Table 2.1: Post Election Challenges facing South African Organisations**

1.	How to cope with the nature of national and international competition and changing markets, and how this will affect the organisation.
2.	Uncertainties related to recessionary and inflationary circumstances and the organisation's ability to adjust on time.
3.	High technology changes and their educational implications.
4.	How to cope with the diversity of the workforce.
5.	How to improve worker productivity.

(Adapted from Gerber *et al*, 1996)

Due to the prevailing conditions in South Africa, as presented in Table 2.1, it is vital that leaders act as change agents. In this regard, Gerber *et al* (1996:342) go on to capture the essence of the importance of leadership in South Africa. *“Never before has South Africa had such a great need for effective leadership, in the country as a whole, the government at all levels, all economic sectors and other groupings. Leadership ultimately determines the quality of life of all citizens and the country depends on sound leadership.”* In other words, the argument is that since leadership has been identified as a critical success factor in organisations, it impacts on the overall success of the organisation. As organisations become more successful, so finances are generated, which impact the economy of the country. As more money enters the economy, so the quality of life in the country improves.

Gerber *et al's* (1996) quotation is in line with the propositions of Kotter (1990) who suggests that due to the dynamic, changing and competitive world environment, effective leadership is

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a critical success factor in the 1990's. This point will be elaborated on in chapter three. The spate of recent changes in South Africa makes this point even more relevant in this country.

Further, it is the responsibility of the leaders at all levels in the organisation to ensure that the necessary changes are brought about and also managed. Russel Loubser, President of the Johannesburg Stock Exchange (1997:14) suggests that we have the necessary management (leadership) potential in South Africa and Hall and Maritz (1997) demonstrate how the purpose of leadership is to translate potential for good performance into actual productivity.

## **2.8 Conclusion**

It is clear that there is a desperate need to identify and implement styles of leadership that enable South African organisations to become globally competitive. As a result researchers such as Bass (1994), Dorfling and Engelbrecht (1994), Avolio (1995) and Havenga (1995) have recognised and argued for the implementation of the transformational leadership theory in South Africa.

A broad overview of leadership has now been presented with some reference to transformational leadership and the South African situation. It is now possible and important to discuss the transformational leadership theory in detail.

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## **CHAPTER 3**

### **TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP**

#### **3.1 Introduction**

As Kotter (1990) points out, managers around the world have realised that they will have to make major changes in the way that they do things if they are to survive in an increasingly competitive business environment. It is, therefore, imperative that they employ leadership styles that enable them to survive in this dynamic age.

The previous chapter highlighted the basic concept of leadership and presented various leadership theories. Reference was made of a move towards a new approach to leadership, termed transformational leadership. This chapter will discuss this leadership approach in detail, thereby further demonstrating how it is an integrative approach to leadership that transcends the basic exchange or transactional leadership theories of the past. The discussion in this chapter first describes the transformational leadership theory, before evaluating its applicability in the business context.

#### **3.2 Background and Definitions**

It is possible to distinguish between two types of leadership, namely transactional and transformational. These two leadership styles were first distinguished from one another by Downton (1973) to account for the differences among revolutionary, rebellious, reform and ordinary leaders. However, it is not until work by Burns (1978) that Downton's

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conceptualization took hold. He investigated the differences in the ways that both great and ordinary political leaders motivate their associates. These studies signalled the birth of the transformational leadership theory. It should be noted, however, that at this stage most experimental research on the topic, such as Hollander (1978), was focused on transactional leadership.

Burns (1978) defined transformational leadership as, "*the process of pursuing collective goals through the mutual tapping of leaders' and followers' motive bases towards the achievement of the intended change*". Stemming from the definition, it can be seen that in the early stages of conceptualisation, transformational leadership was seen as a form of change management.

In the mid 1980's, Bass (1985) extended the definition of a transactional leader to the military, industrial, public and educational sectors. Researchers such as Bass (1985), Hater and Bass (1988), Avolio *et al* (1991) and Buhler (1995) have shown that transformational leadership is not simply 'change management'. It is an all encompassing leadership theory, which is a refined and improved integration of previous leadership theories. As mentioned in the previous chapter, the transformational leader motivates followers to work for transcendental goals and for higher self-actualizing needs instead of working through simple exchange relationships (Bass, Avolio and Goodheim, 1987).

Research on the topic of transformational leadership further increased dramatically in the nineties with researchers like Bass (1990a), Avolio *et al* (1991), Bass and Avolio (1994),

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Buhler (1995) and Dubinsky, Yammarino and Jolson (1995) further reviewing the applicability of transactional and transformational leadership. These two styles of leadership will be fully discussed as part of the process of describing the transformational leadership theory.

Burns (1978) initially conceived leaders to be either transformational or transactional. However, research such as Bass (1990b) and Pruijn and Boucher (1994) has shown that transformational leadership is an extension and a more enlightened approach to the transactional leadership approaches that were discussed in chapter two. In other words, transactional and transformational leadership are not mutually exclusive. The transformational leadership theory encompasses both the transactional and transformational leadership styles. A leader may display various degrees of transactional or transformational leadership depending on the situation (Bass 1990b).

Although the two styles of leadership in the transformational leadership theory are not mutually exclusive, there has been a definite shift in emphasis from the transactional leadership style to the transformational leadership style. This point will be further elaborated upon in the discussion of the applicability of transformational leadership.

Having outlined the background and basic definitions of the two components of the transformational leadership theory, it is necessary to review both the transactional and transformational style of leadership more closely.

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### 3.3 Transactional leadership

As the name implies, transactional leadership is a style of leadership that focuses on exchanging one thing for another. Avolio *et al* (1991:2) sum this up by showing that transactional leaders define and communicate the work that followers must do, how it will be done and the rewards followers will receive for successfully completing the stated objectives. In other words, the leader rewards or disciplines the follower depending on the adequacy of the follower's performance.

Tichy and Devanna (1986) show how transactional leaders were suited to the more stable era of expanding markets and little competition that characterised the business environment before 1980. This is in contrast to the dynamic environment which Kotter (1990) and Maree (1997) suggest characterises the contemporary business environment. In a stable environment, the transactional manager makes few changes. They manage what they find and leave things much as they found them when they move on (Howell and Bass, 1993).

Bass (1985) distinguishes two leadership factors within transactional leadership, namely *contingent reward* and *management-by-exception*. *Contingent reward*, refers to situations in which the leader gives compensation to employees when they perform according to contract or expectation. The leader will assign or get agreement on what needs to be done. The leader then promises rewards, or actually rewards others, in exchange for satisfactorily carrying out the assignment. Bass and Avolio (1994) contend that *contingent reward* has been found to be reasonably effective as a style of leadership. It is, however, not as effective as the transformational leadership factors, which will be discussed in the next

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section, in motivating others to achieve higher levels of development and performance.

The second factor is termed *management-by-exception* which Yammarino and Bass (1990) identify as either passive or active. This is a negative form of contingent reinforcement. *Passive management-by-exception* is used by leaders who only interfere in the employees work if they do not meet the desired goals. The leader waits passively for deviances from standards, mistakes and errors to occur and only then takes corrective action (Bass and Avolio, 1994:4).

Intervening in people's work when they are not putting forth the effort expected of them is called *active management-by-exception* (Pruijn and Boucher, 1994:75). Leaders will arrange actively to monitor deviances from standards, mistakes and errors in the follower's assignments and will take corrective action as necessary.

Bass and Avolio (1994) demonstrate that although management-by-exception is necessary in some situations, it is generally ineffective as it is a prescription for mediocrity. Managers who rely heavily on *passive management-by-exception* usually only attempt to sort problems out when they become chronic, which in many instances is too late. Those who employ *active management-by-exception* on a regular basis tend to focus too heavily on mistakes and in this way demotivate the workforce.

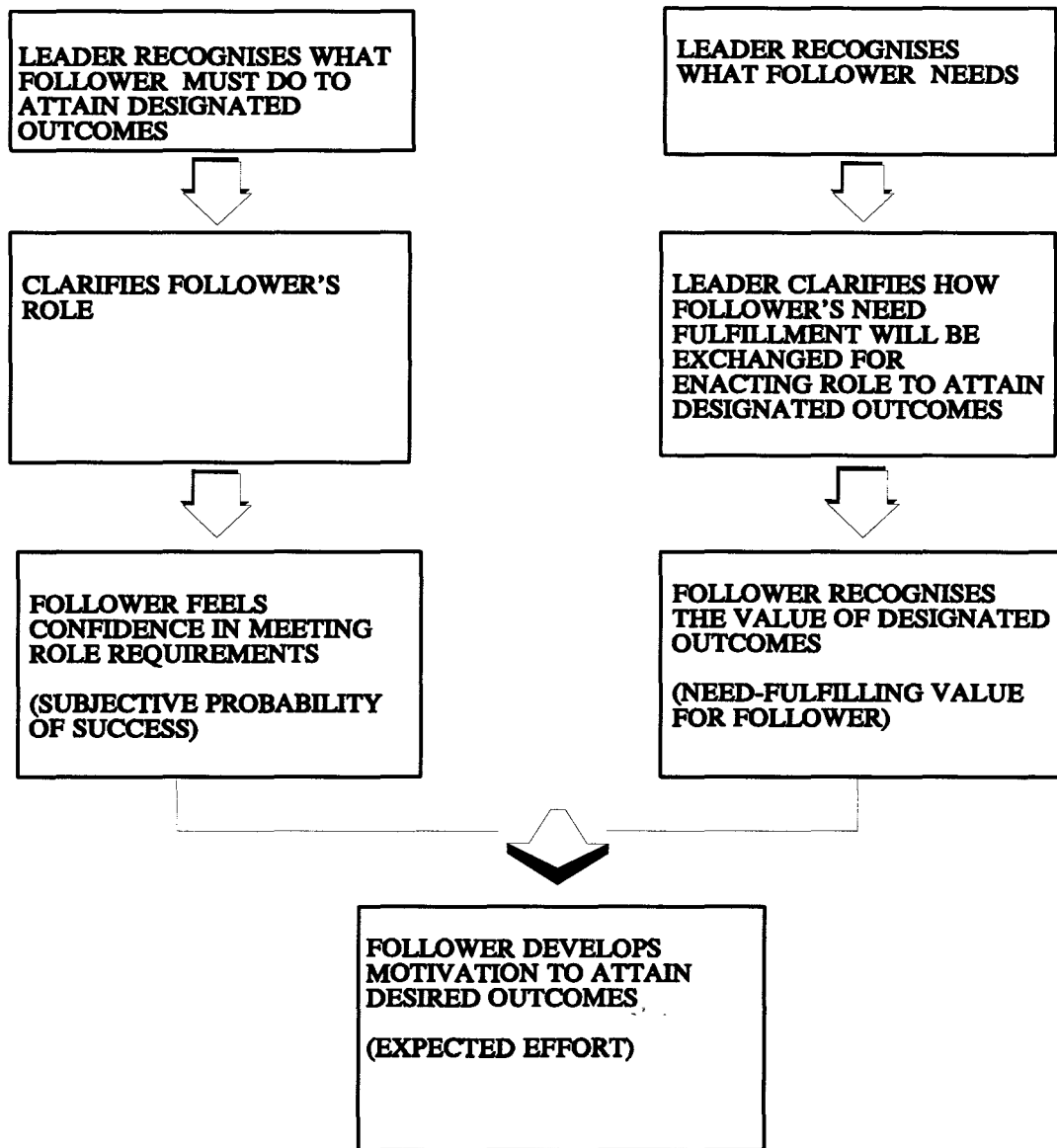
Although there has been a call for a move to transformational leadership, as will be shown in 3.4, it should be noted that the transactional process, in which the leader clarifies what the associates needs to do for reward is still regarded as an essential component of the total

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portfolio of effective leadership (Hater and Bass, 1988).

The transactional leadership process, is graphically depicted in Figure 3.1.

**Figure 3.1: The Transactional leadership Process**



(Bass, 1985:12)

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As can be seen in Figure 3.1, the leader helps the follower to identify what needs to be done to accomplish the desired results. The leader, however, only takes the follower's basic needs into account. Therefore, as Bass (1985) contends, transactional leadership uses satisfaction of lower order needs as the primary basis for motivation. The focus in transactional leadership is on role clarification. The leader aids the follower in understanding exactly what needs to be done in order to meet the organisation's objectives. A successful result of transactional leadership would be an outcome which is expected.

The generally accepted components of transactional and transformational leadership are summed up in Table 3.1 which can be found after section 3.3.

### **3.4 Transformational Leadership**

Recent research in organizational behaviour has found that transformational leadership can engender improved employee outcomes in many types of organisations (Dubinsky *et al*, 1995:315). Transformational leaders do more with followers and colleagues than set up simple exchanges or agreements. These leaders have better relationships with their supervisors and make more of a contribution to the organisation than those who are only transactional (Bass, 1990b:22). As Burns (1978:4) puts it, the transformational leader is one who looks for potential motives in followers, seeks to satisfy higher order needs, and engages the full person of the follower. In other words, leaders motivate followers to work for transcendental goals instead of short-term self-interest and for achievement and self-actualisation, instead of security in terms of Maslow's Hierarchy of needs.

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It has further been argued that the transformational leadership theory is the answer to a call for a leadership theory that is universally applicable to modern day organisations (Bass, 1994). It has further been argued that a positive relationship exists between this style of leadership and organisational effectiveness (Bass and Avolio, 1994). In other words, organisations that transformational leaders manage are more likely to be effective than those managed by other types of leaders.

In order to achieve superior results, transformational leaders employ one or more of the four factors of transformational *leadership*, namely *idealised influence*, *inspirational motivation*, *intellectual stimulation* and *individualised consideration*<sup>1</sup>.

### **3.4.1 Idealised Influence**

Transformational leaders are role models for their followers, generating admiration, respect and trust. Followers can identify with the leaders and thus want to emulate them, especially when they observe their leader achieving desired results (Avolio *et al*, 1991:7). The leader earns this credit through considering the needs of others over his or her personal needs. As Dubinsky *et al* (1995:317) point out, they not only gain respect but also confidence and loyalty from their followers. This is achieved by the fact that they share risks with their followers and, importantly, are consistent, rather than arbitrary. They also display high standards of moral and ethical conduct and avoid using power for personal gain.

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<sup>1</sup> The four factors mentioned are the generally accepted components of transformational leadership and are commonly referred to as the four I's of transformational leadership. The discussion of the four components is based on Bass and Avolio (1994) unless otherwise stated.

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*Idealised influence* has two main components, namely *idealised attributes* (also called attributed charisma) and *idealised behaviours*. These two components of transformational leadership incorporate the ideas of authors such as Weber (1947) and Nadler and Tushman (1990), who contributed to the development of the charismatic leadership theory. They, and other authors like them, suggest that some leaders have exceptional qualities (or a charisma) about them that enable them to motivate followers in exceptional ways.

Typical behaviour associated with *idealised attributes* includes, instilling pride in those led, going beyond self-interest for the good of the group as a whole, building respect and displaying a sense of power and confidence. In other words, the leader has certain attributes that the followers admire.

On the other hand, *idealised behaviour* results from leaders expressing their most important values and beliefs, specifying the importance of having a strong sense of purpose, considering the moral and ethical consequences of decisions and emphasizing the importance of having a collective sense of mission. The leader is idealised due to behaviour which the followers see in a favourable light.

### **3.4.2 Inspirational Motivation**

Transformational leaders motivate and inspire those around them by providing meaning and challenge to their followers' work. They also focus strongly on team spirit. Followers are included in developing inspiring future visions and the leaders are effective communicators. They communicate their expectations clearly with their followers. They also display

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commitment to goals and the shared vision. These leaders talk optimistically about the future and what needs to be done to achieve the vision.

Yukl and Van Fleet (In. Bass, 1989:22) obtained information about effective leadership behaviour in the Reserve Officer Training Corps and United States Air Force officers in the Korean War. They found that inspiring leadership involved instilling pride in individuals and units, using motivational talks, setting examples of what is expected, and building confidence and enthusiasm.

A further aspect of *inspirational leadership* which Avolio *et al* (1991:7) noted was that it should not be seen as the sole province of the Managing Director. In effective organisations, inspiration is shared at all levels of the organisation.

### **3.4.3 Intellectual Stimulation**

Transformational leaders stimulate their followers to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. They encourage creativity through the use of reasoning and evidence rather than unsupported opinion to solve such problems (Avolio *et al*, 1991:6). The transformational leader encourages the development of a culture of continuous questioning and thus continuous learning.

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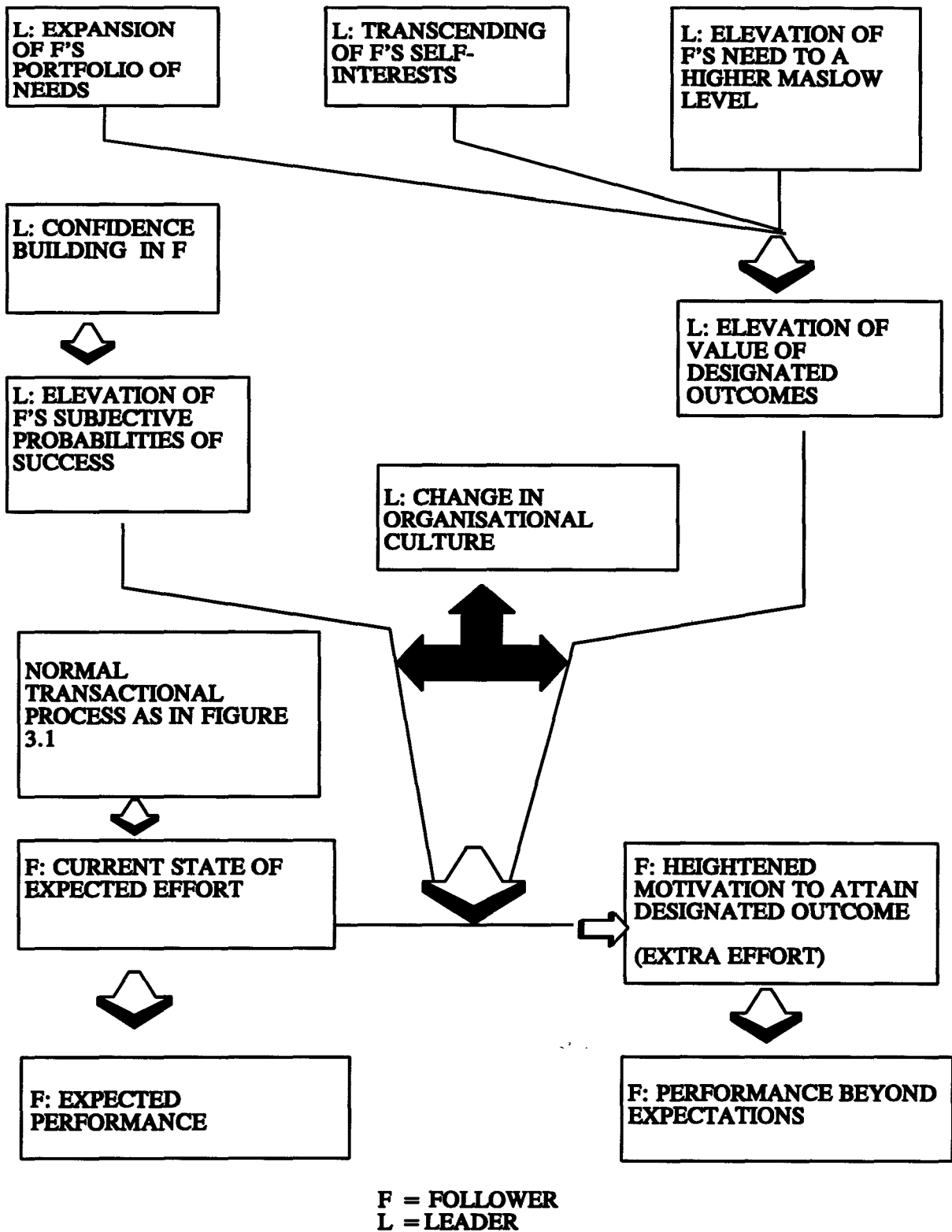
#### 3.4.4 Individualised Consideration

Transformational leaders pay attention to the individual employee and his or her needs rather than treating all followers alike and having the same needs. Time is spent teaching and coaching others in an effort to develop their strengths and promote self-development, by acting as coaches and mentors.

Using an appropriate cricket metaphor, *individualised consideration* can be shown by a leader who goes in to 'bat' for his or her follower whenever necessary. This means that the leader makes sure that the employee has sufficient help and the resources necessary to complete the tasks at hand. Transformational leaders attempt to remove unnecessary roadblocks in the system that inhibit both the development of followers and their achieving optimum performance. As Avolio et al (1991:5) put it, the transformational leader must be able to diagnose and evaluate the needs of each follower. A full understanding of the needs of each follower makes it possible to develop each follower to his or her optimum level.

Figure 3.2 graphically depicts the transformational leadership process.

Figure 3.2: The Transformational leadership Process



(Bass, 1985:23)

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Figure 3.2 demonstrates how the transformational leader motivates followers to work for transcendental goals instead of short-term interests, as discussed earlier in this section<sup>2</sup>. The leader is able to expand the follower's portfolio of needs. As a result, the follower is not only concerned with the basic needs according to Maslow's Hierarchy, but is also concerned with higher order needs such as esteem and self-actualisation. The leader builds confidence in the follower through employing the four components of the transformational leadership style, which along with the increased portfolio of needs, changes the organisational culture. As opposed to the purely transactional approach, followers now have a heightened view of the probability of success, and value the designated outcomes to a greater extent.

It must be emphasized that the transactional approach is incorporated in the transformational leadership model. The difference, however, is that through the transformational leadership approach, the heightened motivation to achieve the designated outcome leads to performance which is often beyond expectations, as the followers exhibit what Avolio and Bass (1997) call *extra effort*. The transactional approach, on the other hand, at best leads to expected performance.

Having discussed the basic components of the transformational leadership style, it is now possible to examine the relevance of the transformational leadership theory in the contemporary business environment. Figure 3.2 will be further referred to in the ensuing discussion. For purposes of clarity, the main components or factors of the transactional and

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<sup>2</sup> The explanation of Figure 3.2 has its theoretical underpinnings in the discussion by Bass (1985), while key works on the topic such as those by Burns (1978), Hater and Bass (1988), Avolio *et al* (1991) and Bass and Avolio (1994) were also used to further conceptualise the process.

transformational approaches are summarised in Table 3.1.

**Table 3.1: The Components of Transactional and Transformational Leadership**

<b><i>TRANSACTIONAL LEADERSHIP</i></b>	<b><i>TRANSFORMATIONAL LEADERSHIP</i></b>
<ol style="list-style-type: none"> <li>1. <b>Contingent Reward</b></li>   <li>2. <b>Management-by-exception</b> <ol style="list-style-type: none"> <li>a) <i>active</i></li> <li>b) <i>passive</i></li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Idealised Influence</b> <ol style="list-style-type: none"> <li>a) <i>Idealised Attributes</i></li> <li>b) <i>Idealised Behaviours</i></li> </ol> </li>   <li>2. <b>Inspirational Motivation</b></li>   <li>3. <b>Intellectual Stimulation</b></li>   <li>4. <b>Individualised Consideration</b></li> </ol>

### **3.5 The Relevance of Transformational Leadership**

The basic components of the transformational leadership theory have been presented. This section first reviews the applicability of this theory in the contemporary business environment in general, and in South Africa in particular. Indeed, many authors like Bass (1994),

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Dorfling and Engelbrecht (1994), Weeks (1995), Kelly (1995), Havenga (1995) and Avolio (1995) recognise and argue the critically important role of transformational leadership in South Africa.

The discussion on the relevance of the transformational leadership theory will take place under eight broad headings.

### **3.5.1 General Discussion**

As a basis for long-term development and significant individual and organisational change, a purely transactional approach will fail because of the resource constraints under which most leaders operate (Bass, 1990b). For example, a leader will have a limited budget of tangible inducements to offer followers to accomplish tasks. However, stemming from the previous discussion (section 3.2), it is necessary for leaders to use contingent reward to accomplish certain lower order objectives, such as those objectives associated with the ordinary goals set by the leader (Hater and Bass, 1988). These goals do not require exceptional performance. To accomplish higher order objectives, those commonly associated with successful organisational systems, the transformational approach is necessary as is demonstrated in Figure 3.2.

The key point in the entire discussion of the relevance of the transformational leadership approach can be observed in Figure 3.2 and is worth noting again. The diagram, demonstrates that while the transactional leadership style can result in 'expected performance', the transformational leadership style can result in 'performance beyond

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expectations'. Bass (1990a) also refers to Tom Peters' book, 'In Search of Excellence', where it is argued that many of the firms identified by Peters as *excellent* have large numbers of transformational leaders. Peters suggests that these firms have achieved 'performance beyond expectations'.

It has been found in numerous workshops conducted in a wide variety of organisational settings and cultures, that when participants were asked to describe their *ideal* leader, they tended to describe characteristics associated with transformational, as opposed to transactional, leadership most frequently (Avolio *et al*, 1991:2). As mentioned in chapter two, job satisfaction has been found to relate directly to organisational productivity. (Lawshe and Nagle, 1953). Employee satisfaction is also directly related to the follower's feelings about the leader. Bass (1990b) also found that managers who behave like transformational leaders are more likely to be seen by their colleagues and employees as satisfying and effective leaders than those who behave like transactional leaders. The presence of transformational leaders should, therefore, result in happier, more productive, organisations.

Leaders studied by researchers such as Hater and Bass (1988) and Howell and Avolio (1993) have come from an extremely broad variety of organisations. Chief executive officers and senior and middle managers and supervisors in business and industrial firms in the United States, Europe, Canada, Japan, India and to a lesser extent, Africa, have all been investigated, in terms of the transformational leadership theory (Bass, 1990:21). In fact, as Bass (1997:130) puts it, "*evidence supporting the transactional-transformational leadership paradigm has been gathered from all continents except Antarctica - even offshore in the North Sea*".

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The origins of the transformational leadership theory stem from a perceived shift in leadership style from a transactional leadership approach to a transformational approach (Bass, 1985). Any discussion of the relevance of this leadership theory should start with a discussion of this shift in emphasis of leadership style.

### **3.5.2 From Transactional to Transformational Leaders**

Over the past fifty or so years, the most common form of effective leadership observed in organisations is transactional leadership. In fact, forty years of research shows that transactional leadership is an effective means of maintaining and/or achieving acceptable standards of performance (Avolio *et al*, 1991:2). It is common knowledge that, in general, employees must know their responsibilities and the potential rewards for attaining and maintaining the minimum sufficient performance standards. However, as Kotter (1990) states, the business environment of the post-1980 era has been characterised by a shift in competitive intensity. Tichy and Devanna (1986) demonstrate how transactional leaders were effective in markets which were continually growing and where there was little competition. In these markets they were not faced with the resource constraints of today. In this type of environment the leaders were happy to achieve 'expected' performance as the probability of growth opportunities was always present <sup>3</sup>.

Avolio *et al* (1991) further show how transactional leadership does not adequately explain why some followers are willing to sacrifice their own self-interests for the good of the leader,

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<sup>3</sup> Refer to Figure 3.2.

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their colleagues, or the organisation. It also does not explain how some leaders are able to shape the values and heighten the commitment level of followers without any promise of rewards. These leaders can get others to commit wholeheartedly to the vision (Buhler, 1995:25). The transformational leader is adept at seeing the big picture and then meeting the needs of the larger group. This point is particularly relevant in South Africa where many authors like Havenga (1995), Pretorius (1996) and Maree (1997) have stated that strong leadership with clear-cut goals is the essence of business success in the country.

Therefore, flowing from the general discussion of the relevance of the transformational leadership approach, reasons can be found for a shift in emphasis from the transactional to the transformational style of leadership. These reasons will now be further expanded upon.

### **3.5.3 Time Constraints in the Business Environment**

Frequent reference has been made to the dynamic contemporary business environment. As a result of the high pace of business, time is one of the most valuable resources of a leader. Many managers do not lead because they do not have the time to lead (Avolio *et al*, 1991:7). Such leaders become overly involved in the details of their office, short-changing the time needed to lead effectively.

Transformational leadership is an active, time-consuming process in which a substantial amount of time is initially devoted to followers' personal development. However, the rewards are soon to be found as the transformational leader does not create dependent followers. They develop independent, critical thinkers who can make significant

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contributions to the organisation (Buhler, 1995:26). This is because the transformational leaders believe in people (Tichy and Devanna, 1986:30). In this way, the transformational leader is freed to spend time leading, as followers are quite capable of managing tasks that do not require the leader's full attention.

#### **3.5.4 Inspiration leads to Outstanding Performance**

Transformational leaders are said to be inspiring. One might ask the question, 'how are they inspiring?' The process starts with including everyone in the organisation in developing the vision. If everyone has contributed to the vision, then all should be inspired to achieve this vision. Transformational leaders inspire others by generating excitement and confidence (Avolio *et al*, 1991:7). This is achieved through setting an example of hard work, giving motivational talks, remaining optimistic in tough times and acting in the best interests of the employees. The inspirational element, particularly, means that transformational leadership has often been described as behaviour that achieves 'performance beyond expectations' as is demonstrated in Figure 3.2 (Bass, 1994:10-13). Followers are inspired to perform better than expected, and often put more effort into their work than is expected.

Bass (1989) speaks of the importance of communicating high performance expectations to subordinates for good management. Edwards (1973) supports this point by noting that most effective supervisors are those who can create high performance expectations for followers to fulfill and that less effective managers fail to develop such expectations. Arvey and Neel (1974) also demonstrated that the performance of 130 engineers was a function of what they expected effective performance to entail.

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Followers become self-motivated rather than only relying on receiving motivation from others. This means that gradually less time has to be spent leading the followers as they lead themselves with the perception of common purpose with the leader.

Just as a rugby or cricket team can be inspired by an inspirational captain to perform better than expected, so too can a leader in an organisation inspire followers to greater levels of performance.

### **3.5.5 Courage Under Fire**

Transformational leaders are prepared to be accountable for their actions. They are courageous individuals who are prudent risk takers (Tichy and Devanna, 1986:30). The Concise Oxford Dictionary (1982:900) defines risk as '*an action taken that has the chance of a bad consequence*'. Senge (1990) and Buhler (1995:25) also note the importance of taking risks in today's competitive business environment.

A prominent United States businessman, Harvey Hornstein (In. Tichy and Devanna, 1986:30), describes courage as being able to take a stand, being able to take risks and stand against the status quo if it is in the best interests of the organisation. The transformational leader is not afraid of making mistakes, realising that mistakes provide opportunities for growth. Many famous leadership and strategic management authors like Drucker (1988) Kotter (1990) and Senge(1990), are of the opinion that if mistakes are not made in organisations then progress is probably not made either. Empirical research by authors such as Bass (1990a) and Srgo, Worchel, Pence and Orban (1980) has discerned that, compared

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with managers who were not risk-takers, risk-taking managers were more persuasive, influential and effective.

Buhler (1995:25) also notes that perseverance is important in risk-taking. Being perseverant means being patient and willing to invest the work necessary over an extended period of time to meet the objectives desired and not giving up if things go wrong initially.

There is, therefore, clear evidence that due to the nature of transformational leadership, these leaders are courageous, yet calculated risk-takers.

### **3.5.6 New Ideas: Staying Ahead of the Pack**

It is necessary to once again make reference to the fiercely competitive contemporary business environment. The bottom line is that if organisations are to survive in this dynamic environment, they will have to be better than their competitors. Senge (1990) suggests that one way of being better than competitors, is to be one step ahead of them when it comes to generating ideas on improving the way of doing business. This will require sound judgement and decision-making, as well as complex planning and analysis. These are factors which Hater and Bass (1988) determine are positively associated with dimensions of transformational leadership.

Quinn and Hall (In. Bass, 1990a) maintain that an ideal leader is oriented towards learning, variety and creativity. Avolio *et al* (1991) show that there are many organisational leaders who do not practice *intellectual stimulation*. In their survey of 400 United States managers

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and professionals in technical and highly skilled white-collar jobs, nearly two-thirds said that their employers failed to use their ideas at least half the time. Almost half said that conformity, not creativity, was encouraged. They were hired for their ideas, yet they were not being used.

Transformational leaders encourage problem-solving in followers rather than constantly providing solutions and direction and a greater pool of knowledge (Buhler, 1995:26). Bass and Avolio (1994) suggest that a consequence of this behaviour is that followers develop the capacity to solve future problems which might be unforeseen by the leader. Dubinsky *et al* (1995) also suggest that leaders who are intellectually stimulating often possess a high level of risk-taking because of their capability to trust the abilities of their followers. Individuals who work for transformational leaders may *willingly* expand their job descriptions as they develop a greater conception of the organisation as a whole (Avolio *et al*, 1991:7). These leaders are powerful, yet sensitive of other people and work towards the empowerment of others.

Buhler (1995) also explains how transformational leaders focus on continual learning and continuous improvement. Continuous professional development not only benefits the leader, but the organisation as a whole, as Senge (1990) demonstrated while explaining the need for organisations to become, what he calls, *learning organisations*.

Kelly (1995) points out the dire need for *intellectual stimulation* in South African organisations, by showing that managers need to change the paradigms by which they manage. They need to doubt their own paradigms, questioning the assumptions and beliefs

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underlying their actions. In this way, South African managers will identify more acceptable beliefs and behaviour, which will place them in a position to fully tap human potential and contribute towards productivity improvement, which is a requirement for better global competition by South African organisations. As John Schmidt, Chief Executive Officer of a multi-national company stated at a recent conference in Gauteng, *“the political changes in South Africa demand a new leadership style which recognises the decision-making potential of individual employees and delegates responsibility more evenly throughout a company”* (Richardson, 1997:12).

### **3.5.7 For the benefit of All**

The transformational leader treats people with dignity and respect through the *individualised consideration* component of the transformational leadership approach (Buhler, 1995:26). In other words, an effective leader recognises that work is accomplished through people. Only with everyone’s cooperation can all objectives be met. Buhler (1995) further explains how transformational leaders trust people and delegate responsibility to assist in getting tasks accomplished in the movement towards goal attainment.

Avolio *et al* (1991) argue that, perhaps the most important benefit of transformational leadership is that followers do not resist self-development and frequently demonstrate an enhanced commitment to their job, co-workers and the organisation. Figure 3.2 demonstrates that followers’ needs and motives are fully taken into account by transformational leaders. As Bass and Avolio (1994) indicate, followers are developed to higher levels of potential than through a purely transactional approach. Followers are also taught, through *intellectual*

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*stimulation*, to analyse situations in a more advanced manner which has personal as well as organisational benefits. It is, therefore, clear that transformational leadership aids in the total development of the workforce by translating potential into greater levels of performance.

Bass (1989) also explains how transformational leaders can achieve increased effectiveness by harnessing the *pygmalion effect*, which Hall (1988:3) described, in their followers. The *pygmalion effect* is also described as the self-fulfilling prophesy effect, where the leader develops certain ideas of what the follower is capable of. Transformational leaders have complete confidence in their followers. In other words, the leader believes in the ability of the follower which means that on most occasions unleashing potential becomes a self-fulfilling prophesy. On the other hand, the followers of leaders who have no confidence in their ability, often only perform in the manner that the leader expects them to.

The *pygmalion effect* is demonstrated in research by Eden and Shani (In. Bass, 1989) who completed a field experiment among leadership trainees in the Israel Defence Force. They concluded that leaders' confidence in their subordinates aroused expectations of goal achievement and that this encouraged the self-fulfilling prophesy among the followers that they will succeed. It was found that this situation increased the likelihood of the subordinates achieving their goals.

Senge (1990) sees the development of a team environment as vital in the contemporary business environment. Bass (1997) shows that due to the nature of the transformational leadership theory, it also makes an important contribution in describing the development and importance of teams and groups in organisations. Therefore, not only the leader and the

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follower benefits from the transformational leadership approach, but the organisation as a whole, as transformational leadership aids in developing effective teams.

### **3.5.8 Dealing with the Complexity of Change**

As has been mentioned, the global business environment is also a continuously changing one. The South African business environment is no different, particularly since many of the country's organisations face global competition for the first time with the dismantling of Apartheid, and thus economic sanctions. Kotter (1990) recognises that the way for organisations to remain competitive is to make sure that they do not fall behind change. Tosi *et al* (1994) explain that change has to be managed properly, due to the inherent stress involved in the process. People are inherently afraid of change. However, as Bass and Avolio (1994) indicate, the effective management (through leadership) of the change process can result in quantum leaps in performance where followers are roused from apathy and despair by leaders who are equipped to cope with the change.

In times of change, it is vital that leaders have the ability to cope with the situation. Bass (1990b) contends that research in organisational behaviour has shown that effective leadership is positively related to self-confidence, conviction, self-control, ability to handle conflict and a tolerance for stress, which are all vital in times of change. Drucker (1988) also suggests that the key to organisational performance is speed and quality. The ability to respond to a rapidly changing market-place brings with it the ability to manage change successfully.

Dorfling and Engelbrecht (1994:15), in discussing the South African situation, argue that

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when an organisational culture is in transition a new type of leader is required, namely the transformational leader, who is equipped to cope with the change. Tichy and Devanna (1986) further argue that transformational leaders have the ability to deal with complexity, ambiguity and uncertainty, which are all associated with change.

If one reviews the four components or factors of transformational leadership, one can see that transformational leaders encourage followers to question the status quo continually. These leaders want to be the change-makers, not being reactive to change, but rather preempting the change. Further, as Tichy and Devanna (1986:28) put it, transformational leaders identify themselves as change agents. They see themselves as the catalysts between the status quo and the future vision and will do everything in their power to achieve the vision.

Weeks (1995:18) shows how leadership in the future must also be synonymous with a strong value system containing elements such as integrity, fairness, respect for the individual and sensitivity for cultural diversity. This point demonstrates that there are certain traits of leadership that are vital in modern times. Transformational leaders help to realign values and norms and when necessary, accommodate and promote both internal and external change (Avolio *et al*, 1991:1). Tichy and Devanna (1986) show that transformational leaders are value-driven. These elements all contribute to making any change as *stress-free* as possible for subordinates.

It should also be noted that researchers such as Dandridge (In. Avolio and Bass, 1997) have found that humour can have a positive impact on the organisation, particularly with relieving the tense situations which are often associated with change. Humour also helps to enhance

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listeners' attention. Humour is seen as an important aspect of the charismatic process of leadership, which is part of the *idealised influence* component of transformational leadership

### 3.5.9 The Universality Argument

Leadership is, in essence, a universal phenomenon. No society has been found where leadership is completely absent. It is therefore appropriate that leadership principles are found which can be applied throughout the world (Bass and Avolio, 1994).

There are numerous reasons to bolster the argument for the universal applicability of transformational leadership as pointed out by Bass (1997:130-139)<sup>4</sup>. The first argument, and perhaps the most important one, is the fact that the transformational leadership theory has been tested in various parts of the world, on most occasions resulting in similar results. Waldman, Bass and Einstein (1986) first identified a relationship between the various components of transformational leadership and effectiveness in the United States of America. Since then, the same results have been found in India, Spain, Singapore, Japan, China, Austria and many other countries. Some of these studies include, Hater and Bass (1988) for Federal Express Managers in the United States, Howell and Avolio (1993) for financial executives in Canada, Bass (1985) for New Zealand professionals and Administrators and Bass and Yokochi (1991) for Chief Executive Officers in Japan.

The argument, based on previous research, can be extended further. Reference has been

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<sup>4</sup> Unless otherwise noted the discussion in this section is based on the work of Bass (1997).

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made to research that asked followers to identify the characteristics of their ideal leader. It was further stated that this correlated directly with employee job satisfaction and therefore productivity (see section 3.4). Research such as that by Bass and Avolio (1989) and Singer and Singer (1990) provides evidence of the fact that, regardless of the country, whenever individuals are asked to identify the characteristics of the ideal leader, they identify characteristics of transformational leaders. Avolio and Bass (1990) have made the same findings while conducting workshops for thousands of leaders and followers in countries like the United States, Canada, South Africa, Spain, Austria, Sweden, Italy and Israel.

Much debate on the topic of leadership has centred on whether leaders are born or made. This fact has been referred to in the discussion of the trait and behavioural theories of leadership in chapter two. However, recent research such as that completed by Rose (1995) has further added to the argument that although genetic factors do influence leadership, it is a factor which can be learned. Avolio *et al* (1991) reinforce this point by showing that as transformational leadership can be learned, culture or political borders do not constrain it, thus adding to the universal argument.

A further argument for the universality of transformational leadership lies in the points already discussed under section 3.4. As the world environment becomes increasingly competitive, knowledge work such as envisioning, enabling and empowering is set to dominate the 21st century. (Kotter, 1990 and Bass, 1997). As discussed, it is therefore imperative that leadership behaviour must go beyond the <sup>5</sup>transactional reward-exchange

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<sup>5</sup> Refer to the argument in section 3.4

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relationship if organisations are to survive. We live in an age where pop culture and its fads, such as the world wide web, sweep across the world at an alarming rate. Cultures quickly learn, change and become more alike, even if some do take longer than others.

Lastly, post-industrialised countries throughout the world look to the United States of America for sources of commonalities and therefore learn from leadership theories employed in United States business, resulting in cultures that are more similar than one might expect.

The basic argument for the universality of the transformational leadership theory has been presented. However, it should be noted that Bass (1990b) and (1997) does not imply that contextual factors have no bearing on the transformational leadership theory. This point will be expanded upon in section 3.6.1, 'limitations of the transformational leadership theory'.

### **3.5.10 Summary**

The relevance of the transformational leadership theory has been discussed under eight broad headings. Evidence clearly exists which proves the relevance of this theory in the contemporary business environment. This particular research takes place in the South African context. Due to the prevailing business environment, particularly the fact that the country has only recently been able to compete fully in the global market, means that this leadership theory is extremely relevant in South Africa. Having discussed the major arguments in favour of transformational leadership, it is necessary to address certain limitations of the theory, which certain authors have suggested. These will be referred to in section 3.6.

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### **3.6 Limitations of the Transformational Leadership Theory**

Some criticism has been levelled at the transformational leadership theory. These criticisms or limitations will be broadly outlined.

#### **3.6.1 Contextual Influences on Transformational Leadership**

The concept of transformational leadership has drawn much attention in the nineties. The predominant focus of research has been on the processes of organisational and individual transformation associated with this style of leadership (Pawar and Eastman, 1997:80). Researchers have paid more attention to either intra-personal or interpersonal aspects of the transformation process than to organisational aspects. Bass (1990a) suggests that the cultural, as well as the organisational influences on leadership, are well documented.

Before addressing this topic further, it is necessary to define what is meant by context. Context in this instance refers to the specific and unique situation in which each leader must operate (Pawar and Eastman, 1997). Context can be as broad as culture or country or as specific as a single department in an organisation.

Researchers such as Pawar and Eastman (1997:80) have suggested that not enough attention has been paid to the contextual influences on transformational leadership. They suggest that for researchers to more fully understand transformational leadership as an organisational process, it should be studied in relation to a contextual framework. Reference has also been made to the situational models of leadership, as presented in chapter two.

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In rebutting this argument, researchers such as Avolio and Bass (1988) and Bass (1985) have acknowledged that contextual factors have significant influence on the emergence, operation and effectiveness of transformational leadership, despite the universal argument. They argue, however, that context does not change the basic need for the transformational leadership theory, although it might mean that certain of the leadership factors are more important than others. Further, in response to the question of the contingency models, it has already been shown that the transformational leadership theory takes the leadership process past the traditional exchange relationships of the past. However, Avolio and Bass (1997) contend that, consistent with the arguments of the contingency models of leadership, transformational leaders will not only learn how to operate more effectively within a given context, but will also learn how to change it to make it more receptive to their own leadership orientation.

Bass (1985) further suggests that transformational leaders are more likely to emerge in times of growth, change and crisis although he does show that this does not mean that they are absent at other times. The transformational leader is also more likely to be accepted in organisations which face rapidly changing markets than those that operate in more stable markets. A comparison is made with fighting a battle. In battle, leaders have to emerge or the army will face a likely loss. Times of growth, change and crisis are much the same as fighting in a battle.

Bass (1985) further explains how contextual influences affect the transformational leadership theory by showing that in stable states, the transactional leader can work within the existing organisational culture. In this type of situation, transactional leadership can lead to

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acceptable performance in some situations. However, the transformational leader refuses to be dictated to by prevailing conditions and proceeds to change and improve the organisational culture.

Avolio *et al* (1991) also show that one needs to be aware of certain antecedent conditions that set the stage for transformational leadership. In other words, certain factors which influence transformational leadership are difficult to identify. These include firstly the early context and individual development of the leader in question, including such things as family relationships, role models, challenges, hobbies, education, the actual work, opportunities and non-family relationships. Any leadership research on the topic should take note of these variables.

Therefore, although questions have been raised about the contextual influence on transformational leadership, evidence exists that suggests that context is taken into account in the transformational leadership theory.

### **3.6.2 What if leaders are born?**

Many people ask the question whether leaders are born or made. If the answer to this question was simply that leaders were born, as the early trait theorists suggested, it would surely render many leadership theories redundant. However, recent findings on heritability (Rose, 1995), may suggest that although certain genetic factors do play a role in the extent of leadership behaviour, the answer to the question seems to be that leaders can be made, as mentioned in the discussion on the universality of transformational leadership. In other

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words, the degree to which one's genetic makeup influences transformational leadership is taken into account. Genes are inherited from one's parents. As described in chapter two, transformational leadership recognises that there are certain traits which influence an individual's leadership ability. However, this does not mean that leadership cannot be learned; it means that leadership may come more naturally to some individuals than to others.

### 3.6.3 General Limitations

Hellriegel and Slocum (1996) present some general limitations of transformational leadership showing that followers of transformational leaders may become overzealous and blind to conditions where the leader may be exploiting them. In other words, they may start to idealise the leader too much with the result that many of the advantages such as intellectual stimulation are lost. This is particularly relevant if the leader concerned is particularly charismatic, which is part of the transformational leadership factor, idealised influence. Bass and Avolio (1989) also examined the leader-follower relationship closely to test for potential biases between the two.

It is also possible that charismatic leaders like Adolf Hitler emotionally manipulate followers and so create visions for their own benefit. These leaders are what Bass (1989) calls '*personal charismatic leaders*', who have their own agendas, and see empowerment as a threat and therefore fail to develop followers to lead themselves. They therefore fail to achieve the primary benefit of transformational leadership. On the other hand, Avolio and Bass (1997) describe how '*socially-oriented charismatic leaders*' gain greater levels of long-term performance by developing a higher level of autonomy in followers. Pseudo-

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transformational leaders look like they are concerned with the development of others when they actually are only concerned with personal development. The problem with charismatic leaders is that it is initially difficult to distinguish a '*personal charismatic leader*' from a '*socially oriented*' one.

If followers do become dependent upon transformational leaders, it is possible that the leader will be surrounded by 'yes' people and thereby fail to receive information that might challenge their decisions (Avolio and Bass, 1997).

As no human activity will be absolutely fool-proof, it is vitally important that organisations are made aware of the fact that pseudo-transformational leaders may develop. In this way, they can attempt to identify this problem as soon as possible, so as to rectify the situation.

Some limitations of the transformational leadership theory have been discussed. These limitations can, however, be overcome if they are recognised. It is therefore vital that training schemes, designed to develop transformational leadership, find ways of addressing these problems.

### **3.7 Conclusion and General Implications of Transformational Leadership**

Since we can measure and identify the factors associated with transformational leadership, these factors can be incorporated into managerial assessment, selection, placement and guidance programs (Bass, 1990b:26). In a study of industrial and organisational psychology in a dynamic environment, Cascio (1995) concludes that developing the continual potential

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of the workforce is a prerequisite for organisations to remain competitive. Organisations are moving from being hierarchically structured entities, suited to past transactional styles of leadership, to what Drucker (1988) called '*networked organisations*'. These organisations have compressed hierarchies and blurred lines of authority, requiring a move towards a broader range of leadership, transformational leadership.

The South African situation has also been referred to. Many authors feel that South African leadership needs to address the uniqueness of the country, given the diverse population. Avolio (1995:19) shows that because transformational leaders work to create a climate and culture where each individual and the group can achieve their full potential, they can facilitate the Africanisation of South African organisations.

Once organisations realise the importance of transformational leadership, they will be able to implement plans to develop this leadership style in their organisations. As Bass (1990:27) explains, transformational leadership can be learned, and it can and should be the subject of management training and development. Further, the overall amount of transformational leadership in an organisation can be increased substantially by suitable organisational and human resource policies. Several thousand leaders in the private sector and community leaders in the public sector throughout the world (including South Africa) have already been trained using the transformational leadership model (Bass and Avolio, 1994:4).

Transformational leadership has been discussed fully. A successful leadership theory should have a positive impact on the organisation where it is employed. The next question that arises is, 'how do we measure the impact of a leadership theory on an organisation?' In

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other words, can a relationship be found between transformational leadership and the effectiveness of organisations where it is employed. The point has now been reached where it is necessary to discuss the topic of organisational effectiveness. This will be discussed in chapter four.

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## CHAPTER 4 ORGANISATIONAL EFFECTIVENESS

### 4.1 Introduction

The research context, the concept of leadership and the transformational leadership theory have been discussed. The broad objective of this research, as discussed in chapter one, is to test whether transformational leadership impacts the effectiveness of cricket administration in South Africa. However, to be able to test this notion, requires some type of measurement of the effectiveness of a cricket union.

Organisational effectiveness is a complex topic, as will be demonstrated in this chapter. All factors that contribute to the complexity of the topic are discussed, after which ways of overcoming the complexity are presented. In addition, various perspectives regarding the measurement of organisational effectiveness will be discussed, after which the most relevant perspective in terms of the focal industry in this research, namely cricket administration in South Africa, is identified.

### 4.2 Background

Tosi *et al* (1994:7) suggest that there are several ways to measure organisational effectiveness such as productivity, profit, satisfaction and attitudes, member attendance, member retention, individual learning and physical and mental well-being. However, each one of these factors carries a great deal of complexity and is difficult to measure.

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Organisational effectiveness is, in essence, a very complex and controversial issue in management (Chelladurai, 1987). In many instances the effects of organisational actions are often very complex and diverse, making assessment of them impossible. However, as will be discussed, in research projects of this nature, organisational effectiveness is one of the most critical dependent variables.

As Lewin and Minton (1986) indicate, numerous issues, perspectives and philosophies surround organisational effectiveness. The difficulty with this topic is that there is no universally accepted viewpoint of what organisational effectiveness entails. As a result it is difficult to provide one definition of organisational effectiveness in that the term encompasses more than one item (Goodman and Pennings 1977).

As a result of the points mentioned in this section, numerous definitions of organisational effectiveness have been proposed through the development of various theories. Each theory of organisational effectiveness defines the concept in terms of a set of underlying assumptions. These theories or models of organisational effectiveness will be discussed later. It is first necessary to explore the effectiveness debate, which, in essence, is why the concept is considered so complex.

#### **4.3 The Effectiveness Debate**

Some authors like Goodman, Atkin and Schoorman (In. Cameron and Whetton, 1983) have argued that research on organisational effectiveness should cease because of the complexities involved with the concept. However, many other studies like Cameron (1986a), Campbell

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(In. Goodman and Pennings, 1977) and Connolly, Conlon and Deutsch (1980) have indicated that investigating organisational effectiveness is crucial in organisational analyses, such as this one. Cameron (1986a) investigated the importance of organisational effectiveness studies and discussed some of the shortcomings of previous studies, also suggesting ways of overcoming previous limitations. These findings are used as a basis for the discussion on the areas of conflict in effectiveness studies.

#### **4.3.1 Areas of Conflict in Effectiveness Evaluations**

Cameron (1986a:543-544) summarises the major areas of continued conflict about effectiveness evaluations. These are presented in Table 4.1.

**Table 4.1: Areas of Conflict in Effectiveness Studies**

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|--|
| <ol style="list-style-type: none"><li>1. Evaluators of effectiveness often select models and criteria arbitrarily in their assessments, relying too heavily on convenience.</li><li>2. Indicators of effectiveness selected by researchers are often too narrowly or too broadly defined, or they do not relate directly to organisational performance.</li><li>3. Outcomes are the dominant type of criteria used to assess effectiveness by researchers, whereas effects are the most frequently used in policy decisions and by the public.</li></ol> |
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(Cameron, 1986a:543-544)

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Cameron (1986a) suggests that the points mentioned in the table should be noted carefully and taken into account when effectiveness studies are completed. Each point will now be briefly discussed.

From point one, it is clear that it is important to give explicit answers to certain key questions, regarding the research context in question. Cameron and Whetton (1983) went on to list questions that should be asked in order to overcome the problems referred to in Table 4.1. These are listed in Table 4.2 and specify the boundaries that help constrain selection criteria in organisational effectiveness studies. Further, all alternatives must be seriously considered and a rational selection process must follow.

Point two of Table 4.1 refers to the fact that the effects of organisational actions are often so complex and diverse that assessment of them is virtually impossible (Ivancevich and Matteson, 1993). Moreover, it is extremely difficult to attribute causality to organisational actions, when a multitude of interacting elements exist simultaneously in an environment. Hence researchers are limited in their consideration of outcomes and controversy continues over the conclusions that are derived from effectiveness research.

Point three of Table 4.1 suggests that organisational research is, often, too focused on outcomes and not on effects. Miles and Cameron (1982) in a study of the United States tobacco industry, found that depending on whose perspective one adopts, one could arrive at different opinions regarding the effectiveness of organisations in this industry. At that particular time, the tobacco industry was doing well financially (outcome), but the perception of the majority of the public was very negative towards increased smoking (effects).

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Given the variety of goals of an organisation, the different emphasis placed on these goals by the various constituencies of the organisation, and the difficulty in measuring some of these goals, it is not surprising that a number of conflicting and confusing perspectives and theories of organisational effectiveness should emerge (Chelladurai, 1987:37). It is therefore clear that confusion and ambiguity still surrounds much of the writing on the topic.

It is also clear that organisational effectiveness means different things to different people. From the point of view of the organisation, organisational effectiveness is measured as the outcome of decisions made within the firm, while from the point of view of the public it is the effects of the actions of the firm on society at large as is demonstrated in Miles and Cameron's (1982) research. It is, therefore, imperative to note exactly whose perspective is being taken into account when undertaking an organisational effectiveness study.

Having discussed the main conflict in organisational effectiveness studies, it is necessary to discuss why some authors like Cameron (1986a) Chelladurai (1987) and Pruijn and Boucher (1994) suggest that studies on the topic are vital and necessary. The key questions to be answered in attempting to overcome the inherent conflicts in organisational effectiveness studies as discussed in this section, are presented in Table 4.2. This table will be referred to in the ensuing discussion.

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**Table 4.2: Key Questions in Measuring Effectiveness**

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|---|
| <ol style="list-style-type: none"><li>1. From whose perspective is effectiveness being assessed?</li><li>2. On what domain of activity is the assessment focused?</li><li>3. What level of analysis is being used?</li><li>4. What is the purpose for assessing effectiveness?</li><li>5. What time frame is being employed?</li><li>6. What types of data are being used for assessments?</li><li>7. What is the referent against which effectiveness is being judged?</li></ol> |
|---|

(Source: Cameron and Whetton, 1983)

The questions will be further referred to in the discussion of the specific methodology of developing the organisational effectiveness instrument used in this study in chapter six.

#### **4.4 Reasons for Studying Organisational Effectiveness**

Despite these inherent problems associated with effectiveness research, Cameron and Whetton (1983) are of the opinion that organisational effectiveness is perhaps the most critical dependent variable in all organisational analyses. They make this point because of the fact that almost all organisational theories include the notion of effectiveness. In other words, we need to have some measure of whether or not an organisation is successful.

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Cameron (1986a:541-543) also explains that there are certain areas of consensus in the conceptions of organisational effectiveness. It is important that these areas of consensus are noted when researching the topic, as they are also reasons why studies on the topic should continue. Cameron and Whetton (1983) also allude to points of consensus in effectiveness research. The points presented in this section, as well as the questions raised in Table 4.2, are used as the basis for the proceeding discussion.

Firstly, despite the ambiguity and confusion surrounding it, the construct of organisational effectiveness is central to the organisational sciences and cannot be ignored in theory and research. As mentioned, organisational effectiveness is generally the ultimate dependent variable in research on organisations. In other words, a measure of effectiveness is critical in determining the success or failure of any theory.

It is also a fact that all members of the public are frequently required to make judgements as to the effectiveness of organisations. Even a decision such as where to send your children to school requires these sort of judgements and a measure of subjectivity is always present. These decisions have to be made regardless of the criteria available to them. In other words, although there are inherent problems associated with these studies it is impossible to ignore the concept. One should be aware of the limitations of effectiveness study and where possible seek to address the inherent defects.

Secondly, stemming from the fact that there is no comprehensive conceptualisation of what an organisation is, no conceptualisation of an effective organisation is comprehensive (Ivancevich and Matteson, 1993). There are so many diverse definitions of what the

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organisation entails, meaning that as the metaphor describing an organisation changes, so does the definition or appropriate model of organisational effectiveness. Thus the importance of the time frame is noted, particularly in light of the rapidly changing contemporary business environment as pointed out by Drucker (1988).

Thirdly, consensus regarding the best, or sufficient set of indicators of effectiveness is impossible to obtain. Criteria are based on the values and preferences of individuals, and no specifiable construct boundaries exist. One has to be clear from whose perspective you wish to measure organisational effectiveness. At this point it is appropriate to make reference to what Cameron (1986b:550) calls the '*paradoxical nature of effectiveness*'.

The organisation faces paradox, and its activities are paradoxical, when it attempts to satisfy contradictory, or even mutually exclusive viewpoints. Cameron (1986a:554-551) specifically pointed out that, organisations that achieved the highest levels of effectiveness were also those that satisfied the most separate constituency group expectations, even when different constituencies held contradictory expectations. Highly effective organisations were paradoxical in that they performed in contradictory ways to satisfy contradictory expectations.

Fourthly, different models of effectiveness are useful for research in different circumstances (Chelladurai, 1987). Their usefulness depends on the purposes and constraints placed on the organisational effectiveness investigation. It is therefore vital that researchers make their objectives explicit and use these as the base point for selecting an appropriate model.

Fifthly, organisational effectiveness is mainly a problem-driven construct rather than a

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theory-driven one, because as one seeks to find solutions to inherent problems, it is necessary to actively pursue and measure a notion of organisational effectiveness (Cameron, 1986a). In other words, because no single set of criteria exists for organisational effectiveness, it follows that there cannot be a single model of organisational effectiveness. It is, therefore, possible that different notions of effectiveness are developed. The key in organisational effectiveness studies will then lie in the selection of the most appropriate notion of effectiveness in terms of the organisation being assessed.

Prior to any assessments of organisational effectiveness, it is important that researchers address the areas of conflict found in previous studies. In order to be in a position of being able to select the appropriate model of organisational effectiveness, one should be able to clearly answer the questions presented in Table 4.2. One should be explicit on the sphere of activity that the assessment is focused, on the level of analysis being used, on the purpose of assessing effectiveness, on the time frame being employed, on the types of data being used for assessment, on what is being used as reference for investigating effectiveness and, importantly, whose perspective is being used as a reference for measuring organisational effectiveness.

#### **4.5 Models of Organisational Effectiveness**

Various authors like Campbell (In Goodman and Pennings, 1977), Steers (1977) Cameron (1978), Chelladurai (1987) and Ivancevich and Matteson (1993) have attempted to reduce the complexity inherent in the effectiveness measurement by summarising the main methods or models of measuring this concept. As Chelladurai (1987) indicates, these various approaches

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can be subsumed under four different, but widely recognised models of effectiveness, namely the goals model, the systems resource model, the process model and the multiple-constituency model. Each of these models is elaborated upon in the discussion that follows.

#### **4.5.1 The Goals Model**

The goals model defines effectiveness as the degree to which an organisation has achieved its goals (Ivancevich and Matteson, 1993). Thus, for example, a national sports team's final standing in a world championship would indicate the effectiveness of that organisation, depending on the goal set by that specific team prior to the championship. Therefore, an organisational effectiveness study using the goal model would compare the actual results achieved, with the goals set by the organisation being measured. The organisation's effectiveness would depend on its ability to achieve its goals.

The main benefit of this model is that it is easily understood and effectiveness is relatively easily measured as it based on rationality and achievement (Ivancevich and Matteson, 1993:26). It does, however, have some drawbacks, which Ivancevich and Matteson (1993) point out. Firstly, many organisations do not have clear-cut goals or do not produce measurable outputs. Secondly, organisations often try to achieve more than one goal at a time which adds complexity to the measurement of effectiveness. Finally, the existence of common commitment to a set of goals is often questioned.

As, Ivancevich and Matteson (1993) argue, the goals model is applicable in some situations, particularly where an organisation has clear-cut and measurable goals.

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#### 4.5.2 The Systems Resource Model

This was proposed by Yuchtman and Seashore in (1967:898). They defined organisational effectiveness as *"the ability of the organisation, in either absolute or relative terms, to exploit its environment in the acquisition of scarce and valued resources"*. Ivancevich and Matteson (1993) indicate that in the systems theory, the organisation is seen as one element of a number of elements that act independently. Therefore, for example, a national sports organisation would be considered effective, based on its ability to obtain funds through corporate and private donations, so that it can carry out its programs.

Chang and Chelladurai (1997) attempted to explain effectiveness in Fitness and Health Services in the United States of America using this approach. They discussed the contribution of inputs to the final overall quality perception of those making use of the health services. In other words, how much influence did inputs have on the final quality perception. It is assumed that since resources are required to achieve the organisation's goals, the greater the resources, the greater the organisational effectiveness (Chelladurai, 1987:38). This model is very useful as it can describe the behaviour of organisations both internally and externally.

The systems resource model is only useful if there is a clear link between inputs and performance (Cameron, 1986b:542).

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### 4.5.3 The Process Model

The process model is similar to the systems resource model in that it also focuses on the transformation process in organisations. It, however, emphasises the throughput processes of the organisation, and the resultant effectiveness questions, since they convert an organisation's inputs into desired outputs (Seers, 1977). This model emphasises the internal logic and constituency among the throughput processes of the organisation, since they convert an organisations inputs into desired outputs (Pfeffer, 1977 and Seers, 1977). Chelladurai (1987) suggests that the basic assumption of this approach is that there is a clear link between the internal processes of an organisation, such as planning and decision making, and desired outputs. Thus effectiveness is judged in terms of how successfully inputs are transformed into outputs.

The process model is useful in that most organisations can be described in terms of an input, transformation, output process (Hellriegel and Slocum, 1996). It is, however, difficult to attribute output to specific inputs in order to judge effectiveness.

### 4.5.4 The Multiple-Constituency Model

Finally, the multiple-constituency model, which according to Connolly *et al* (1980:212) is based on, "*a view of organisational effectiveness in which several (potentially, many) different effectiveness statements can be made about the focal organisation, reflecting the criterion sets of different individuals and groups*".

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Chelladurai (1987:39) suggests that since these constituent groups have different perspectives on what the organisation should be doing, they are also likely to evaluate the organisation's effectiveness differently. Connolly *et al* (1980) found that no perspective should take precedence. All of the perspectives are legitimate and effectiveness should be seen as a plural concept. As Chelladurai (1987:39) puts it, "*it is effectivenesses that should be considered, not effectiveness*". This issue of whose perspective should take precedence will be further dealt with in section 4.6.

The multiple-constituency approach was used by Pruijn and Boucher (1994) in investigating the relationship between transformational leadership and organisational effectiveness in Dutch National Sport's organisations. They were able to define effectiveness in terms of multiple views of their sample.

Having discussed four different perspectives of organisational effectiveness, it is necessary to outline each one's applicability.

#### **4.6 A Discussion of the Applicability of each Model**

The goals model was presented first. It is, however, rare to find an organisation with goals that are unambiguous and congruent and with resource inputs that are clearly coupled to performance through appropriate organisational processes (Chelladurai, 1987:40). Therefore applying the goals model is limiting as goals themselves are complex and confusing in organisational literature. It is also difficult to use this approach due to the subjective nature of goals (Cameron, 1986b). One organisation may achieve all its goals, but on closer

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analysis it may become apparent that the goals set were easy to achieve. On the other hand, an organisation may seem ineffective yet the goals set might have been unrealistic.

The logic of applying the second model discussed, the systems resource model, in the absence of clear goals also fails. The system resource model is also considered too narrow in its approach as it focuses too heavily on resources (Cameron, 1986b).

Further, the unfortunate reality is that defining and describing what is meant by input, transformation, output in terms of effectiveness is not an easy task. The use of the process model of effectiveness is determined by establishing a clear linkage between specific processes and organisational performance. Even when linkages are found, Chelladurai (1985:179) shows that there is a danger that organisations would tend to deify the processes irrespective of their relationship to effectiveness. It is, therefore, very difficult to apply the process model in many instances.

Given the difficulty of applying either the goal, system resource or process model, it may be necessary to assess the effectiveness of an organisation from a multiple dimension perspective, as proposed by Chelladurai (1987). It is necessary to explore this point more.

The need to measure organisational effectiveness at various stages in the input-throughput-output cycle may be greater in those organisations with more than one area of activities, as each domain will have its own distinctive goals. This notion was demonstrated by Chelladurai, Szyszlo and Haggerty (In. Chelladurai, 1987:41), who identified the relative importance attached by the administrators of National Sports Organisations (NSO's) in

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Canada to six dimensions of effectiveness. These were derived by superimposing the three phases of the input-throughput-output cycle on the two domains of NSO activities, namely mass and elite sport. To demonstrate how the effectiveness of an organisation can be viewed from a multiple dimension perspective, the researchers mentioned found six dimensions of NSO effectiveness, as perceived by the NSO administrators. These dimensions were input-human resources, input-monetary resources, throughput-mass, throughput-elite, output-mass, and output-elite. These administrators rated input-human resources, throughput-mass, throughput-elite and output-elite as the more important set of effectiveness dimensions.

As demonstrated by Chelladurai (1987), the various approaches to organisational effectiveness can be synthesized if an organisation is viewed holistically from a system's point of view. If we consider the systems view of organisations, we see that inputs enter the system and go through a process of being transformed into outputs. One could view the basic transformational process model of Naidler and Tushman (In. Hackman, Lawler and Porter, 1983:552) as the building block of this understanding. These outputs are exchanged with the environment for a return of inputs for the organisation. From this perspective, the goals model, system resource and process model focus, respectively, on the output, input and transformation stages of the system. Chelladurai (1987:39) goes on to demonstrate how the multiple-constituency approach emphasizes the organisation's dependence on the environment and demonstrates the need for all stages in the system to be considered. Since all of the models deal with specific elements of the system, they are interrelated and this approach brings together the benefits of measurement of the other three models. Organisational effectiveness is assessed by several people, based on multiple criteria in this model.

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Strong arguments exist therefore for the applicability of the multiple-constituency approach, as it addresses the inherent conflicts of effectiveness studies, which Cameron (1986a) proposed. This approach is further evaluated by a discussion on whose perspective should be considered when evaluating organisational effectiveness.

#### **4.7 The Prime Beneficiary Approach**

Although the multiple-constituency approach seems to be the most appropriate method of organisational effectiveness measurement for this study, there are still some inherent problems. One faces a key question. As Chelladurai (1987:41) points out, which of the multiple perspectives should prevail? As discussed, Cameron (1986b) suggests that the organisation faces a paradox when it comes to organisational effectiveness as it attempts to satisfy various, sometimes very different, perspectives. There are also various views on whose perspectives should prevail.

##### **4.7.1 The Power Perspective**

In this perspective, the most powerful constituents prevail. The powerful constituents are seen as the real benefactors of the organisation as they are the ones with the most control over the resources needed by an organisation (Chelladurai, 1987:45).

This perspective has merit in situations where the main benefactors of an organisation are also in a position of power in the organisation. However, the main weakness in this approach stems from the fact that in many instances, such as students at a university, the real

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benefactors of the organisation have no real power in the organisation.

#### **4.7.2 The Prime Beneficiaries**

Blau and Scott proposed this notion in 1962. They argued that although several groups may benefit from an organisation, one group can be identified as what they called the 'prime beneficiary'. The prime beneficiary is the group whose benefit is the prime reason why the organisation exists (Chelladurai, 1987:45). Accordingly managerial and organisational concerns must ensure that organisational effectiveness is aimed at benefiting the prime beneficiaries. Therefore, the notion of organisational effectiveness should be considered from this point of view.

As a result of the arguments presented for the applicability of the multiple-constituency model, as presented by Chelladurai (1987), together with the basic explanation of the prime beneficiary approach, this model was chosen as most applicable in this research.

Further in similar research to that which is being conducted in this instance, Pruijn and Boucher (1994) also made use of the multiple-constituency model from the prime beneficiary point of view when investigating the relationship of transformational leadership and organisational effectiveness in Dutch National Sports Organisations.

However, it should be noted that as Chelladurai (1987) explains, to recommend the prime beneficiary approach is not to minimise the need for organisations to seek and secure resources required by other constituent groups as Cameron (1986b) suggested when

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discussing the paradoxical nature of effectiveness.

#### **4.8 General Conclusion**

The controversial debate surrounding organisational effectiveness has been presented. Although there is evidence supporting the limitations of these types of studies, there is enough evidence to suggest that organisational effectiveness studies are crucial in research of this nature. One needs to take note of the inherent problems of previous studies on the topic. Ways of overcoming the limitations of previous studies have also been presented. In terms of organisational effectiveness in cricket administration in South Africa, the multiple-constituency model, taking the prime beneficiary approach into account, is considered to be the most appropriate method of effectiveness measurement based on the evidence presented in this chapter.

The key indicators of organisational effectiveness in cricket administration in South Africa were identified for this study. These indicators are included in chapter six (section 6.5.2), as part of the discussion of the development of the effectiveness research instrument.

The main concepts in this research, namely transformational leadership and organisational effectiveness have been discussed in the last two chapters. It is now necessary to discuss their basic relationship and apply this to the research context chosen, namely cricket administration in South Africa.

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**CHAPTER 5**  
**LEADERSHIP, EFFECTIVENESS AND SPORT: A STATEMENT OF THE**  
**PROBLEM**

**5.1 Introduction**

The research being undertaken in this study focuses on cricket administration in South Africa. As discussed, in chapter three, authors such as Bass (1990b) and Bass and Avolio (1994) have suggested that transformational leadership is a leadership approach which should have a positive impact on the effectiveness of any organisation where it is employed. The controversial topic of organisational effectiveness has also been discussed. This chapter serves to link the concepts of transformational leadership and organisational effectiveness, by discussing them in terms of the chosen research context.

A further objective of this chapter is to describe the main research objectives of the study. The chapter will culminate with the presentation of the relevant research hypotheses.

**5.2 General Discussion**

Although the transformational leadership theory has been tested in a multitude of settings, the amount of empirical research on the topic is still very limited (Yukl, 1989:23). Further, most of the research which has been completed has taken place in North America and Europe (Avolio and Bass, 1997). It is also noted that prominent South African business leaders like Pretorius (1995) and Kellas (1997) have recognised the need for leadership research in this country. Kellas, in fact, argues that leadership development is the key to South African

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organisations becoming world class. This argument is supported by prominent leadership researchers such as Bass (1994), Avolio (1995) and Havganga (1995). This research project is a response to the need for research on leadership in a South African context, in general.

The research context, cricket administration, was discussed in chapter one. It was shown that port and cricket, specifically, play an important role in South Africa for a number of reasons. Based on the evidence presented in the first chapter, cricket seems to be successfully managed by the United Cricket Board of South Africa. We do, however, need to find a way of measuring how successful the United Cricket Board of South Africa actually is. In other words, we need to find a measure of its organisational effectiveness.

The specific research context chosen is cricket administration, which will be used to test the effect of the transformational leadership theory on organisational effectiveness, in a South African setting.

### **5.3 Sport Specific**

The management of sports organisations is receiving increased attention, as an increased number of sporting codes become professional (Chelladurai, 1985). Haggerty, Keyworth, Neeb, Plummer and Rintjema (1997) show how the world of sport management is developing, through an investigation of key trends in the discipline. They showed that sports managers are becoming increasingly concerned with issues such as the seven points listed in Table 5.1.

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**Table 5.1: Key Issues facing Sports Managers**

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| <ol style="list-style-type: none"><li>1. How to deal with increased technology in sport and recreation.</li><li>2. Financial concerns.</li><li>3. How to become more 'business-like'.</li><li>4. Organisational restructuring to be more productive.</li><li>5. Increased emphasis on the consumer.</li><li>6. Ethical and equity considerations.</li><li>7. Environmental concerns.</li></ol> |
|--|

(Haggerty *et al*, 1997:117)

The findings of Table 5.1 are similar to those of Slack (1991). It is also suggested that research in the area of sport management should aim to aid these managers in dealing with the issues listed.

Leadership and effectiveness studies in sport have seldom been undertaken, yet are key to addressing the trends in sport management, which Haggerty *et al* (1997) describe. Authors like Branch (1990) and Pratt and Eitzen (1989) have tried to apply these concepts to sport. Professional baseball teams in the United States of America have also been investigated in studies such as that conducted by Farmborough (1991).

Amis and Slack (1997) describe how sport's managers face the same dynamic business environment that any other business managers face. They also show how organisational

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survival, in the sport management context, has become increasingly predicated on an ability to respond rapidly to environmental change. It can be seen that sports organisations operate in the same way as other organisations. They are not immune to the pressures that other organisations face. It is, therefore, possible to apply Bass's (1990a) argument of the applicability of the transformational leadership theory to sports organisations, just as it would be applied to other organisations.

Empirical studies of the effects of transformational and transactional leadership in sport have produced conflicting results (London, 1996). In a similar study as that being undertaken in this project, Pruijn and Boucher (1994) tried to determine whether transactional and transformational leadership had different effects on the organisational effectiveness of Dutch National Sport Organisations. Their results, and further reference to leadership and effectiveness studies in sport, will be discussed in chapter eight, which is a discussion of the results of the study.

In South Africa, no reference could be found of studies involving leadership and organisational effectiveness in sport. As mentioned in the introduction, sport plays a key role in the culture of this country. It is, therefore vital that research takes place in this arena. Gouws (1997) discusses how the sport industry in South Africa has grown more in the last five years than in the previous fifty years, in the amount of funds generated. For reasons discussed in chapter one, cricket administration was chosen as the population in which to undertake the research. In effect, what is being tested in this research project, is whether transformational leadership impacts the overall effectiveness of cricket unions in South Africa. As a result, it will be possible to comment on the applicability of the

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transformational leadership theory in this sporting environment in South Africa.

#### **5.4 Purpose and Justification**

In discussing the purpose and justification of the study, the main and secondary objectives will be discussed.

##### **5.4.1 Main Objectives**

The main objectives of the research focus on the relationship of transformational and transactional leadership and organisational effectiveness.

- 1a. Establish whether a relationship exists between transformational leadership and organisational effectiveness in the administration of cricket in South Africa.
- b. Investigate the nature and extent of any relationship, which is identified, between transformational leadership and organisational effectiveness in the research context.
- 2a. Establish whether a relationship exists between transactional leadership and organisational effectiveness in the administration of cricket in South Africa.
- b. Investigate the nature and extent of any relationship, which is identified, between transactional leadership and organisational effectiveness in the research context.

It should be noted that objectives 1b and 2b are directly dependent on 1a and 2a, respectively.

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Bass (1990a) suggests that the transformational and transactional leadership should have different effects on organisational effectiveness, which is why the two main hypotheses focus on these two different styles of leadership.

In effect, the broad objectives make it possible to comment on the relevance of the transformational leadership theory in cricket administration in South Africa and thus on the universal applicability of the theory.

#### 5.4.2 Secondary Objectives

The secondary objectives indirectly also review the relevance of the transformational leadership. More specifically, the relationship between the distinguished factors of transformational leadership and transactional leadership are investigated in the same way as for the main objective. The secondary objectives are listed below.

- 1a. Establish whether a relationship exists between *idealised attributes* and organisational effectiveness in the administration of cricket in South Africa.
- b. Investigate the nature and extent of any relationship, which is identified, between *idealised attributes* and organisational effectiveness in the research context.
- 2a. Establish whether a relationship exists between *idealised behaviours* and organisational effectiveness in the administration of cricket in South Africa.
- b. Investigate the nature and extent of any relationship, which is identified, between *idealised behaviours* and organisational effectiveness in the research context.

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- 3a. Establish whether a relationship exists between *individualised consideration* and organisational effectiveness in the administration of cricket in South Africa.
- b. Investigate the nature and extent of any relationship, which is identified, between *individualised consideration* and organisational effectiveness in the research context.
- 4a. Establish whether a relationship exists between *intellectual stimulation* and organisational effectiveness in the administration of cricket in South Africa.
- b. Investigate the nature and extent of any relationship, which is identified, between *intellectual stimulation* and organisational effectiveness in the research context.
- 5a. Establish whether a relationship exists between *inspirational motivation* and organisational effectiveness in the administration of cricket in South Africa.
- b. Investigate the nature and extent of any relationship, which is identified, between *inspirational motivation* and organisational effectiveness in the research context.
- 6a. Establish whether a relationship exists between *contingent reward* and organisational effectiveness in the administration of cricket in South Africa.
- b. Investigate the nature and extent of any relationship, which is identified, between *contingent reward* and organisational effectiveness in the research context.
- 7a. Establish whether a relationship exists between *active management-by-exception* and organisational effectiveness in the administration of cricket in South Africa.
- b. Investigate the nature and extent of any relationship, which is identified, between *active management-by-exception* and organisational effectiveness in the research context.
- 8a. Establish whether a relationship exists between *passive management-by-exception* and organisational effectiveness in the administration of cricket in South Africa.

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- b. Investigate the nature and extent of any relationship, which is identified, between *passive management-by-exception* and organisational effectiveness in the research context.

Having discussed the broad objectives of the study, it is possible to discuss the formulation of both the main and sub hypotheses.

## **5.5 The Hypotheses**

Leedy (1980, 60-61) explains that the formulation of research hypotheses are important for providing direction. They focus attention on the relationships to be tested and the variables to be measured.

The theoretical foundations of leadership were presented in chapter two, while the transformational leadership theory was specifically discussed in chapter three. Stemming from the literature review of leadership and, more specifically, transformational and transactional leadership, leadership is considered to be the independent variable in this study.

Chapter four involved a discussion of the theoretical foundations of organisational effectiveness. Organisational effectiveness is a measure of the success of an organisation and is thus considered to be the independent variable in this research.

As a starting point, the main hypotheses regarding the transformational and transactional leadership theories and its relationship with organisational effectiveness, were developed for

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this study. These main hypotheses were then broken down into seven sub hypotheses, which focused on the components of transformational and transactional leadership as distinguished by Bass (1985).

The two main hypotheses were as follows:-

### **5.5.1 Main Hypotheses**

#### **MAIN HYPOTHESIS 1:**

Ho: No significant relationship exists between transformational leadership and organisational effectiveness in the administration of cricket in South Africa.

Ha: A significant relationship exists between transformational leadership and organisational effectiveness in the administration of cricket in South Africa.

#### **MAIN HYPOTHESIS 2:**

Ho: No significant relationship exists between transactional leadership and organisational effectiveness in the administration of cricket in South Africa.

Ha: A significant relationship exists between transactional leadership and organisational effectiveness in the administration of cricket in South Africa.

### **5.5.2 Sub Hypotheses**

The first five sub-hypotheses are concerned with relationship between each of the transformational leadership factors and organisational effectiveness in the administration of

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cricket in South Africa. It should be specifically noted that in line with the latest research (Avolio and Bass, 1997) on transformational leadership, *idealised influence* is divided into the its two components, as decribed in chapter three, for statistical analysis. The two components are *idealised attributes* and *idealised behaviours*.

Ho1: No significant relationship exists between leaders who employ idealised attributes and organisational effectiveness in the administration of cricket in South Africa.

Ha1: A significant relationship exists between leaders who employ idealised attributes and organisational effectiveness in the administration of cricket in South Africa.

Ho2 No significant relationship exists between leaders who employ idealised behaviours and organisational effectiveness in the administration of cricket in South Africa.

Ha2: No significant relationship exists between leaders who employ idealised behaviours and organisational effectiveness in the administration of cricket in South Africa.

Ho3: No significant relationship exists between leaders who employ individualised consideration and organisational effectiveness in the administration of cricket in South Africa.

Ha3: A significant relationship exists between leaders who employ individualised consideration and organisational effectiveness in the administration of cricket in South Africa.

Ho4: No significant relationship exists between leaders who employ intellectual stimulation and organisational effectiveness in the administration of cricket in South Africa.

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Ha4: A significant relationship exists between leaders who employ intellectual stimulation and organisational effectiveness in the administration of cricket in South Africa.

Ho5: No significant relationship exists between leaders who employ inspirational motivation and organisational effectiveness in the administration of cricket in South Africa.

Ha5: A significant relationship exists between leaders who employ inspirational motivation and organisational effectiveness in the administration of cricket in South Africa.

Sub hypotheses six, seven and eight are concerned with the relationship between each of the transactional leadership variables and organisational effectiveness.

Ho6: No significant relationship exists between leaders who employ contingent reward and organisational effectiveness in the administration of cricket in South Africa.

Ha6: A significant relationship exists between leaders who employ contingent reward and organisational effectiveness in the administration of cricket in South Africa.

Ho7: No significant relationship exists between leaders who employ active management-by-exception and organisational effectiveness in the administration of cricket in South Africa.

Ha7: A significant relationship exists between leaders who employ active management-by-exception and organisational effectiveness in the administration of cricket in South Africa.

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Ho8: No significant relationship exists between leaders who employ passive management-by-exception and organisational effectiveness in the administration of cricket in South Africa.

Ha8: A significant relationship exists between leaders who employ passive management-by-exception and organisational effectiveness in the administration of cricket in South Africa.

## **5.6 Conclusion**

The main and secondary objectives of the study have been presented. The overall objective of the study is to test whether a relationship exists between transformational leadership and organisational effectiveness in the administration of cricket in South Africa. The testing of the hypotheses discussed in this chapter makes it possible to comment on the relevance of the transformational leadership theory in this research context. Stemming from the objectives, the main and sub hypotheses were developed. It is now necessary to discuss how the hypotheses were tested, which leads to a discussion of the research methodology.

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## **CHAPTER 6 METHODOLOGY**

### **6.1 Introduction**

The preceding chapters have reviewed the literature on the transformational leadership theory and organisational effectiveness. These concepts have also been related to the specific research context. Stemming from the literature review, broad objectives of the study were formulated and finally the specific research hypotheses established. The main objectives of the study are concerned with the relationship between transformational leadership and organisational effectiveness and the relationship between transactional leadership and organisational effectiveness in South African cricket administration. The broad objectives are also formulated in a way that makes it possible to comment on the relevance of the transformational leadership theory in the research context.

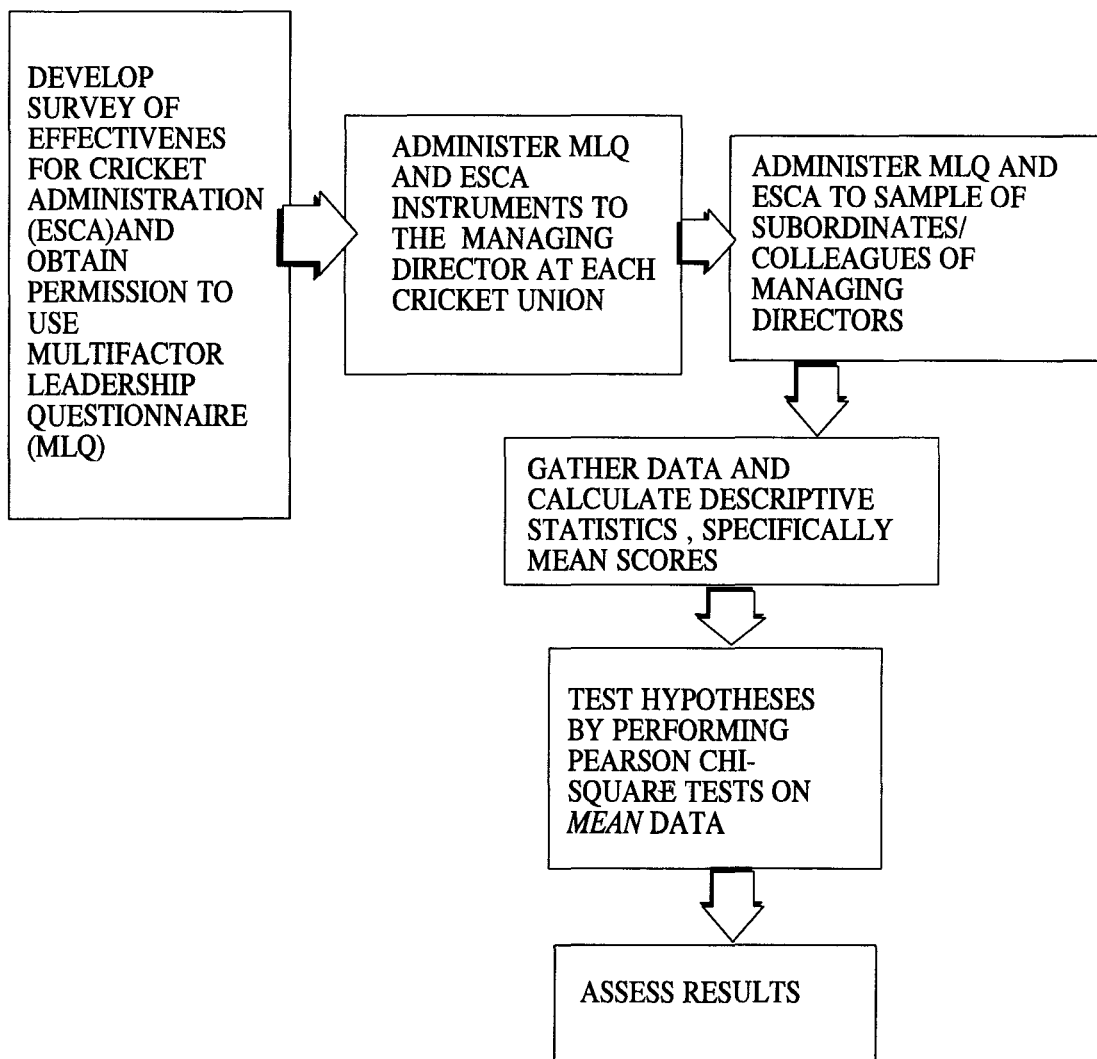
This chapter describes the methodology used in the study to test the hypotheses, and the rationale behind it. The population, sample and the sampling approach are described. Further, the two research instruments that were used in the study are described, and their applicability discussed. Finally, a brief description of the relevant statistical techniques, used in the study is, also provided.

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## 6.2 Research Design

Leedy (1993:127) suggests that the research design is the strategy, plan and the structure of conducting the research project. As a starting point in describing the research design, the general methodology employed in this study is presented in figure 6.1. This diagram will also be referred to in describing the methodology in more detail.

**Figure 6.1: Schematic Representation of General Research Methodology**



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One point regarding the general methodology and demonstrated in Figure 6.1, requires specific mention. The leadership research instrument, which will be fully discussed in section 6.4, had two versions as described by Avolio and Bass (1997). As the questionnaire required the respondent to make a judgement about the Managing Directors' leadership ability, it was not only completed by the leader, but also by a sample of three to five subordinates of the leader. This point will be expanded upon later.

This research project involves the empirical testing of hypotheses. As a result it is essentially quantitative in nature, as can be deduced from the objectives of the study.

### **6.3 Definition of the Population**

The population, or universe, is the entire group of items, elements or measurements which the researcher wishes to study, and about which one intends to make inferences (Hawkins and Webber, 1980:294). Leedy (1980) suggests that an accurate specification of the characteristics of the population is a prerequisite to decisions regarding sampling and survey design.

Stemming from the definition, the population in terms of this research was easy to define. It consists of the twelve Managing Directors at cricket unions in South Africa. These Managing Directors are the *leaders* of the cricket unions.

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### **6.3.1 The Respondents**

However, in order to be able to draw inferences about the Managing Directors, it is also necessary to define who the respondents of the research instruments will be. There are two types of respondents, due to the nature of the research, namely self-raters and objective raters.

As demonstrated in Figure 6.1, the evaluation of the leadership ability of the Managing Directors, consisted of a self-rating and a rating by subordinates and colleagues. This point is elaborated upon in the discussion of the research instruments. The self-raters were the same as the population group. The objective raters consisted of subordinates of the Managing Directors and/or board members, as both would be in a position to make judgements on the Managing Director's leadership style and ability.

### **6.3.2 The Sample**

Sampling refers to the selection of a proportion of the total number of units of interest for the ultimate purpose of being able to draw general conclusions about the total number of units (Parasuraman, 1986:446).

As described in chapter one, the United Cricket Board of South Africa has eleven affiliated unions. In order to achieve a census study, an attempt was made to include all affiliates of the United Cricket Board of South Africa, as well as the governing body, in the research.

A census is a study that includes the whole population (Leedy, 1993). Incentives such as

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the promise of feedback, regarding the leadership and effectiveness of the union, were offered in order to achieve this objective. Personal visits were also made to as many unions as economically viable, in an attempt to get a census response.

However, a lack response from rater respondents (see sub-section 6.4.1) of three of the unions resulted in eight of the affiliates, as well as the overall governing body, being included in the study. It should also be noted that of the three unions that could not be included in the study, only one is considered to be a major cricket union in South Africa in terms of numbers of employees.

The sample, of nine out of a possible twelve leaders and their raters, is considered sufficient of the overall population, in terms of the requirements of the research (Leedy, 1993). It is therefore possible to draw general conclusions about the total population from the sample achieved. In other words, the cricket unions that were included in the study are considered sufficient to represent cricket administration at Managing Director level in South Africa.

#### **6.4 Technique of Data Collection**

The following criteria, as presented by Tull and Hawkins (1987), were taken into account when determining the technique of data collection. The criteria are presented in Table 6.1, after which a short discussion on how the points raised in the table were taken into account is presented.

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**Table 6.1: Criteria for data collection**

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|---|
| <ol style="list-style-type: none"><li>1. The complexity of data being collected.</li><li>2. The required amount of data.</li><li>3. The desired accuracy of resultant data.</li><li>4. The level of control.</li><li>5. Time requirements.</li><li>6. Acceptable level of non-response.</li><li>7. Cost involved.</li></ol> |
|---|

Tull and Hawkins (1987:105-116)

The data collected was not of an extremely complex nature and involved a relatively small sample. The questionnaires were designed in such a way so as to obtain as accurate information as possible. The questions asked in the questionnaires are clearly structured, in an effort to avoid ambiguity. As a result, the questionnaires could be completed by the respondents without assistance from an interviewer. This meant that a high level of control was not necessary in obtaining information.

As Tull and Hawkins (1987) point out, time requirements are an important consideration in research projects. In this instance, the data was collected over a period of approximately one year. As the business environment in South Africa is constantly changing, it is important that time constraints be placed on research, so that the research accurately reflects the environment which is being studied. The level of non-response at each union could not

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exceed 33.3%, in terms of the requirements of the research instruments as discussed in section 6.4. Although administering the questionnaires personally did result in a greater response rate from certain unions, cost constraints did not make it possible to visit all unions.

#### **6.4.1 Different Methods of Data Collection**

There are generally two recognised techniques of data collection, namely observation techniques and survey methods. Observation techniques relate to the direct examination of overt behaviour of the subjects concerned (Cox, 1979:178). Survey methods, on the other hand require the active participation of the respondents, in that they involve the systematic gathering of data from respondents through the completion of questionnaires (Melville, 1996).

Observation techniques were not appropriate for this research, as attempting to assess leadership behaviour through observation would be extremely time consuming and limiting. All previous research in the area of transformational leadership has made use of survey methods (Bass, 1985), (Hater and Bass, 1988), (Yammarino and Bass, 1990). The selection of the survey method was also influenced by factors such as cost, time, accuracy, amount of data required, response rate, flexibility and level of control.

There are three principal types of survey methods. These are personal interviews, telephone interviews and postal interviews. Due the fact that the researcher was based in Grahamstown, while the cricket unions are scattered throughout South Africa, this research consisted mainly of postal interviews. However, all three types of interviews were made use

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of at some point in the research.

The Managing Director of each union was initially contacted, either telephonically or through the mail, to determine their willingness to take part in the study. All the Managing Directors agreed to take part in the study. Those who agreed to take part in the study telephonically, also contributed to the development of the organisational effectiveness instrument. Each of the Managing Directors completed both the Multifactor Leadership Questionnaire with regard to their own leadership style, as well as the Effectiveness Survey for Cricket Administration for their cricket union.

Once the completed questionnaires were received from the Managing Directors, five copies of the rater version of the Multifactor Leadership Questionnaire, as well as the Effectiveness Survey for Cricket Administration, were sent to the respective unions, where they were distributed to various subordinates of the Managing Director. A total of fifty-six Multifactor Leadership Questionnaires and fifty-six Effectiveness Survey for Cricket Administration questionnaires were distributed in total.

Of the rater Multifactor Leadership Questionnaires and Effectiveness Survey for Cricket Administration questionnaires completed by the subordinate raters, between three and five questionnaires were returned from each of the nine unions in the sample. This represents a response rate of 76%. It was not possible to obtain five sets of questionnaires from each union due to problems in tracking rater respondents. This was due to the anonymity afforded the raters. Avolio and Bass (1997) indicate that although five questionnaires are ideal, general conclusions about the leader can be drawn, if three rater questionnaires are

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completed, along with the self-rater Multifactor Leadership Questionnaire.

Personal visits were also conducted at six of the unions, including the United Cricket Board of South Africa, in order to gain insights into conditions under which the unions operate. The Managing Directors were contacted on a regular basis, as and when information was required.

## **6.5 Instruments Used**

Two questionnaires were used in this research, namely the Multifactor Leadership Questionnaire (MLQ), to obtain information on leadership, and the Effectiveness Survey for Cricket Administration (ESCA), to obtain information on organisational effectiveness.

### **6.5.1 The Multifactor Leadership Questionnaire**

In order to measure transformational leadership, a suitable instrument had to be either found, or developed. After an extensive literature review on the topic of transformational leadership, as presented in chapter three, a suitable instrument was found, called the Multifactor Leadership Questionnaire. The Multifactor Leadership Questionnaire is based on the work of renowned leadership theorists like Bass, Avolio and Yammarino (Avolio and Bass, 1997). It has been modified and tested since 1985, with the result that various forms, or versions, of the questionnaire have been developed. The latest form, Form 5X(Revised) was used in this study.

The Multifactor Leadership Questionnaire takes the form of a number of statements about

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the leadership style of the individual being tested. Each statement corresponds to either a transformational leadership factor or a transactional leadership factor. The respondent is required to judge how frequently the behaviour described in the statements, is exhibited. The Multifactor Leadership Questionnaire consists of a self-rater and a rater version. These two versions consist of exactly the same statements, except that they are written from different perspectives. The leader, for example, would be given the statement, 'I place trust in those I lead', whereas the follower's questionnaire would say, 'My leader places trust in those that he or she leads'.

The leader completes the self-rater Multifactor Leadership Questionnaire, by rating themselves in terms of the transformational and transactional leadership factors discussed in chapter three. Superiors, colleagues or subordinates then complete the rater version of the same questionnaire. The leader is thus rated, objectively, in terms of the same criteria on which they rated themselves. In order to gain an accurate picture of the leader's ability, the rater Multifactor Leadership Questionnaire must be completed by three to five respondents (Bass, 1985). Both versions of the Multifactor Leadership Questionnaire, were used to collect information relating to leadership style in this study.

#### **6.5.1.1 Reliability and Validity of Multifactor Leadership Questionnaire**

Reliability and validity are two key components in research of this nature. Reliability is a necessary, but not sufficient condition of the value of research results and their interpretation. Three basic methods are accepted for assessing the reliability of a measurement scale: test-

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retest, internal consistency and alternative forms (Booth, 1995). Validity, on the other hand, is concerned with systematic or consistent error. The major ways to estimate the validity of measurement are content validity, concurrent validity and construct validity (Booth, 1995).

Replications of original studies are regarded as acceptable vehicles for the establishment of reliability and validity of instrument (Brown and Gaulden, 1984). Reliability and validity will have been proven in the original studies. In other words, as long as no major changes are made to the original methodology, the reliability and validity of the study is accepted. Brown and Gaulden (1984) also point out that it is also not absolutely essential that replications be absolute clones of the original studies. Furthermore, presenting intrinsically equivalent results in different ways hopefully adds richness to both discussion and future developments. This research is, in essence, a replication of original studies completed by authors such as Bass (1985), Hater and Bass (1988) and Pruijn and Boucher (1994). These authors also used the Multifactor Leadership Questionnaire to obtain information about leadership style. Pruijn and Boucher (1994) used the Multifactor Leadership Questionnaire in conjunction with an organisational effectiveness questionnaire, which is very similar to that being used in this study.

As discussed the Multifactor Leadership Questionnaire has been used to assess leadership behaviour in a multitude of settings. A few examples, include the seminal work of Bass (1985) evaluating senior United States military officers, Selzer, Numerof and Bass (1987) investigating college presidents and Yammarino and Bass (1990) describing the leadership behaviours of business supervisors. In evaluating the leadership in cricket administration in South Africa, the same process was followed as in the seminal work and the other studies,

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which made use of this research instrument.

The Multifactor Leadership Questionnaire has been tested for reliability and validity in a multitude of settings (Pruijn and Boucher, 1994:78). Bass (1985), Bass and Avolio (1989) and Yammarino and Bass (1990) have proved the content and concurrent validity of the Multifactor Leadership Questionnaire. Avolio and Bass (1997) also demonstrate the construct validity of the research instrument. The reliability of the Multifactor Leadership Questionnaire has also been proven on many occasions through test-retest, internal consistency methods and alternative methods (Avolio and Bass, 1997). For example, Pruijn and Boucher (1994) calculated the Chronbach's Alpha Reliability scores for the instrument while Bycio, Hackett and Allen (1995) conducted a factor analysis on the various transformational and transactional leadership variables.

The Multifactor Leadership Questionnaire (self-rater version) is included as Appendix B and the Multifactor Leadership Questionnaire (rater-version) as Appendix C..

### **6.5.2 The Effectiveness Survey of Cricket Administration**

Information regarding organisational effectiveness was obtained through the administration of the Effectiveness Survey of Cricket Administration (ESCA) instrument. The Effectiveness Survey for Cricket Administration is a modification of another instrument, namely the Survey for Provincial Sport Organisations (Chelladurai and Haggerty, 1991), which has been used in other similar studies in Canada.

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The Survey for Provincial Sport Organisations instrument was modified using the multiple-constituency approach to organisational effectiveness, as discussed in chapter four.

In chapter four, Table 4.2 presented key questions which Cameron and Whetton (1983) suggested needed to be answered in order to overcome the conflicts of previous organisational effectiveness studies. The questions will be dealt with separately.

The first question was, “from whose perspective is effectiveness being measured?” The multiple-constituency model was chosen as the most appropriate for measuring effectiveness in this study. This model proposes that all perspectives in an organisation are legitimate and that effectiveness is seen as a plural concept (Chelladurai, 1987). The discussion in chapter four also referred to the prime beneficiary approach. This approach basically states that organisational effectiveness should be considered as a plural concept, but should be focused on benefitting the prime beneficiaries. In terms of this research, the prime beneficiaries are the cricket players, as in cricket administration, all activities are essentially aimed at being able to field the best possible cricket team. The ability to achieve the objective of developing the best possible cricket team, however, is dependent on certain other activities. These other activities are used by cricket unions as indicators of whether they are effective or not and are discussed in the next section. The indicators of effectiveness in cricket administration are presented in Table 6.2.

Most of the ideas presented in Table 6.2 were already measured by questions in the original Survey for Provincial Sport Organisations instrument, except for those that are cricket specific. The Effectiveness Survey for Cricket Administration is included as Appendix D.

**Table 6.2: Key Indicators of Effectiveness in Cricket Administration**

1.	The management functions of planning, controlling and organising.
2.	The level of goal attainment (cricket objectives).
3.	The level of goal attainment (non-cricket objectives).
4.	The ability to secure and maintain suitable staff, including players, coaches and administrative staff.
5.	The ability to generate the necessary financial resources.
6.	The organisation's ability to develop players of international standard.
7.	The organisation's ability to develop players from previously disadvantaged communities.
8.	The relationships between all stakeholders in the union.

The discussion in chapter four referred to the difficulty in attributing organisational effectiveness to a single specific cause, as a myriad of factors can be related to the concept. The discussion in chapter four, however, indicated that leadership was indeed one of the most critical factors in determining the effectiveness of an organisation. In terms of Table 6.2, the argument can be taken a step further. It can be argued that although leadership is a critical success factor in an organisation, such as a cricket union, it may influence certain of the indicators of organisational effectiveness, in cricket administration, more than others. For example, point four shows that the ability to secure and maintain suitable staff, including players, coaches and administrative staff, is a key indicator of organisational effectiveness.

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This indicator is primarily concerned with relationships between the leader and followers in cricket administration. The leader or Managing Director in this instance, has more control over this indicator than, for example, the ability to develop players from previously disadvantaged communities, which would be more dependent on the ability of the coaches who are employed by the cricket union. Many of the indicators of organisational effectiveness in cricket administration, such as point eight are dependent on point four of Table 6.2. This point will be expanded upon in the implications for future research.

It is also, therefore argued that for a cricket union to be considered effective in terms of many of the key indicators in Table 6.2, it would require high levels of transformational leadership, as discussed in chapter three.

The second question in Table 4.2 asked, “on what domain of activity is assessment focused?” This research is focused specifically on the leadership of a cricket organisation. The third question deals with the level of analysis, which in this case is senior management. The fourth question relates to the purpose for measuring effectiveness. This point links in with the broad objective of the study, which is to assess whether transformational leadership has any impact on organisational effectiveness. In other words, the question is asked ‘*would organisations led by individuals who were considered transformational leaders be more effective than those led by individuals who were not transformational leaders?*’ The sixth question asks, ‘*what types of data are being used for assessment?*’ This point relates to the statistical analysis. In this case the *mean scores* of the overall effectiveness of the union in terms of Table 6.2, as perceived by the sample, are used to assess effectiveness. Finally, what is the referent against which effectiveness is being measured? In this case, the mean

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scores have been allocated three levels (low, medium, high). This point is further discussed in section 6.4.

#### **6.5.2.1 Reliability and Validity of Effectiveness Survey for Cricket Administration**

The reliability and validity of the instrument will be demonstrated in the discussion of its development. Brown and Gaulden's (1984) points, regarding the proof of reliability and validity through replication should also be noted for this instrument.

Kent (1995) used the Survey of Provincial Sports Organisations instrument to measure the effectiveness of the Ontario Sport and Recreation Centre. The Multifactor Leadership Questionnaire was used to evaluate leadership in the same study. Langley (1994) used a slight variation of the Survey for Provincial Sports Organisation instrument, called the Survey of National Sport Organisation instrument, along with the Multifactor Leadership Questionnaire to measure organisational effectiveness in National Sport Organisations in Canada. These studies found the instrument to be both valid and reliable. A similar instrument called the Organisational Effectiveness Questionnaire was used by Pruijn and Boucher (1994) and also proved to be valid and reliable.

Modifications were made to the Survey of Provincial Sport Organisations, which was originally developed by Chelladurai and Haggerty (1991). These modifications made the instrument suitable to the research context, cricket administration. The modifications were made in terms of the propositions of the multiple constituency approach to organisational

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effectiveness. A sample of Managing Directors and other employees at the cricket unions were contacted telephonically and in person and asked to describe what they considered to be the main indicators of organisational effectiveness in cricket administration in South Africa. These ideas were then summarised and incorporated in the new instrument, where necessary. The Survey for Provincial Sport Organisations was analysed, to determine how accurately it could measure effectiveness of cricket administration in South Africa, in terms of the information provided by the interviews. Where necessary, adjustments were made to the instrument to make it applicable to the research context.

Stemming from the previous discussion, the Effectiveness Survey for Cricket Administration instrument was developed to measure organisational effectiveness. This instrument takes the form of statements about various aspects relating to the effectiveness of the organisation. The respondent is asked to show how strongly they agree or disagree with the statements. The Effectiveness Survey for Cricket Administration is included as Appendix D.

#### **6.5.2.2 Pilot study**

A pilot study is an important part of questionnaire development, particularly with regard to the identification of fundamental design errors (Booth, 1995). Aspects that must be tested include ambiguity of questions and instructions, accuracy of statements, boredom, loss of concentration, difficulty of questions and suitability of response options.

Due to the changes made to the original Survey for Provincial Sport Organisations, a pilot study was undertaken, in a convenience sample of cricket administrators in the local

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Grahamstown region. As a result of the pilot study a few minor changes with regard to the wording, and therefore ambiguity, of questions were made to the Effectiveness Survey for Cricket Administration.

## **6.6 Statistical Methods**

Once data has been collected, it is necessary to employ statistical techniques to analyse the information, as this study is quantitative in nature. Typically, in any study which is replicative in nature, such as this one, extensive use is made of the same techniques employed by the developers of the instrument in their original work.

### **6.6.1 Analysis of Results**

The completed Multifactor leadership and Effectiveness Survey for Cricket Administration questionnaires were firstly used as input data into a Statgraphics (version 7) statistical software package, in order to obtain descriptive statistics. Of the descriptive statistics, the *mean* is the most commonly used measure of central tendency. The mean scores for both transformational and transactional leadership, each of their components, as well as for the dependent variable, organisational effectiveness, were then used as input data into a Bio-Medical Data Processing statistical software package.

The cross-tabulation routine generates cross-tabulated frequencies, as well as statistics which may be used to assess both the strength of the relationship between variables and the level of statistical significance. In order to test the hypotheses in this study, Pearson chi-square

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tests were conducted on the data. Chi-square tests are generally defined as those involving a comparison between an observed number of cases falling into a specific category and an expected number of cases on the basis of a theoretical distribution or a hypothesis to be tested (Startup and Whittaker, 1982:132).

Pearson chi-square tests are deemed to be the most "*familiar test for the independence of rows and columns in a two-way table*" (Dixon, 1985:153). Further, due to the small size of the population and hence the small size of the sample and the fact that the data being dealt with was coded and involved frequencies, these techniques were chosen as the most appropriate method of analysing the relationship between transformational and transactional leadership on one hand and organisational effectiveness on the other (Levine *et al*, 1997:469). In other words, the chi-square tests in this research enable one to investigate the relationship between the level of transformational and transactional leadership and the effectiveness of the organisation concerned. If the sample had of been bigger, it would also have been possible to conduct analysis of variance (ANOVA) tests on the data, as done by Pruijn and Boucher (1994) in their study.

In terms of the requirements of Pearson chi-square techniques, both the independent variables of transformational and transactional leadership, as well as the dependent variable, organisational effectiveness, were allocated three levels in terms of analysis. In terms of descriptive statistics, both the Multifactor Leadership Questionnaire and the Effectiveness Survey for Cricket Administration had a minimum score of zero and a maximum score of four for each variable. As a result the three levels chosen, based on similar previous studies, were HIGH (2.5 - 4.0), MEDIUM (1.5 - 2.5) and LOW (0.0 - 1.5).

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In terms of the main hypotheses, Pearson chi-square tests were firstly conducted on the grouped transformational leadership factors (idealised influence, intellectual stimulation, inspirational motivation and individualised consideration) and organisational effectiveness. Secondly, chi-square tests were conducted on the grouped transactional leadership factors (active management-by-exception, passive management-by-exception and contingent reward) and organisational effectiveness.

The sub-hypotheses were then tested by conducting chi-square tests on each of the separate leadership variables and organisational effectiveness. It should be specifically noted that in line with the latest research on the topic (Avolio and Bass, 1997), the transformational leadership factor of *idealised influence* was divided into its two components for purposes of analysis, namely *idealised attributes* and *idealised behaviours* respectively.

The descriptive data was used for further interpretation and understanding of the results, particularly relating to the positive or negative impact of transformational leadership on organisational effectiveness.

Frequency Tables and the mean scores for each of the factors of transformational and transactional leadership, as well as organisational effectiveness were analysed, with reference to the chi-square test results for further understanding and analysis.

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## 6.7 Summary

This chapter has presented the basic methodology of the research. The research made use of two instruments, the Multifactor Leadership Questionnaire and the Effectiveness Survey of Cricket Administration. Both instruments are considered valid and reliable in terms of the requirements of the research. The instruments were administered to a representative sample of Managing Directors in Cricket administration in South Africa and the results obtained and analysed using Pearson chi-square techniques and descriptive methods.

Whereas the previous chapter discussed the objectives of the research, this chapter reported the method of achieving the objectives. It is now possible to present the results of the tests conducted on the data obtained from the cricket unions in South Africa.

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## **CHAPTER 7 RESULTS AND INTERPRETATION**

### **7.1 Introduction**

Stemming from the broad objectives of this study, it is possible to evaluate the relevance of the transformational leadership theory in the South African context of cricket administration. The relevance of the theory is tested by investigating the relationship between the transformational style of leadership and organisational effectiveness, as well as the relationship between the transactional style of leadership and organisational effectiveness. The relationship between each of the factors, or components, of both transformational and transactional leadership, and organisational effectiveness, are also investigated.

The results of the Pearson chi-square tests are presented graphically in Table 7.1, on the next page, and related to the corresponding hypotheses. These results will be discussed briefly and interpreted in this chapter.

## 7.2 Pearson Chi-square Results

**Table 7.1: Pearson Chi-square Results: Leadership vs Effectiveness**

Corresponding Hypothesis	Variable	Value	DF	P Value (0.05 level)	Reject Null Hypothesis (yes/no)
Ho/Ha	Grouped Transformational Factors	7.393	2	0.0248 **	yes
Ho/Ha	Grouped Transactional Factors	4.388	4	0.3561	no
Ho1/Ha1	<sup>1</sup> Idealised Attributes	22.481	4	0.0002 **	yes
Ho2/Ha2	Idealised Behaviours	11.322	4	0.0232 **	yes
Ho3/Ha3	Individualised Consideration	11.322	4	0.0232 **	yes
Ho4/Ha4	Intellectual Stimulation	6.497	4	0.1650	no
Ho5/Ho5	Inspirational Motivation	9.510	2	0.0086 **	yes
Ho6/Ho6	Management-by-exception (active)	5.005	4	0.2868	no
Ho7/Ha7	Management-by-exception (passive)	7.393	2	0.0248 **	yes
Ho8/Ha8	Contingent Reward	1.494	4	0.8277	no

DF = degrees of freedom      \*\* = a significant result

<sup>1</sup> As noted in chapter five and six, idealised influence is divided into idealised attributes and idealised behaviours.

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In line with statistical convention (Booth, 1995), all Pearson Chi-square tests were conducted at the 0.05 level of significance. The results of the two main hypotheses are discussed first, after which the results of each sub hypothesis are analysed.

### **7.3 Testing of Main Hypotheses**

#### **7.3.1 Grouped Transformational Leadership Factors**

The first null hypothesis stated that no significant relationship would exist between transformational leadership and organisational effectiveness in the administration of cricket in South Africa.

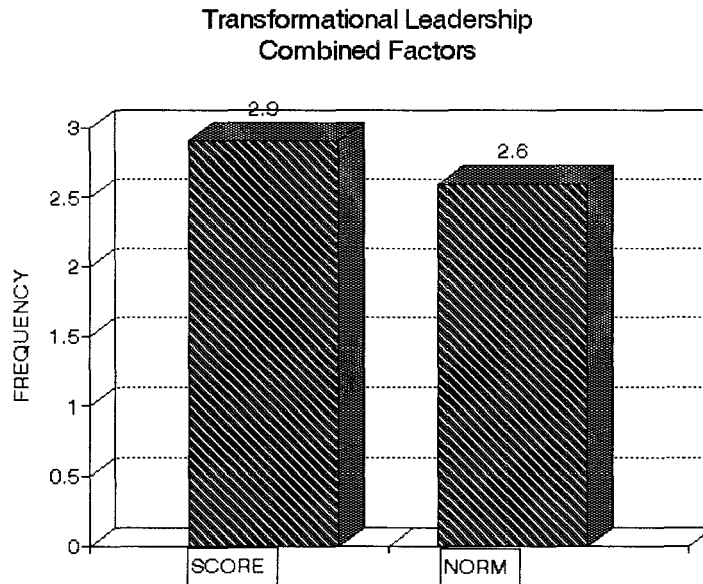
The result of the Grouped Transformational factors shows that the chi-square result is 7.393 with a p-value of 0.0248, which is significant at the 0.05 level. This result indicates that the first main null hypothesis can be rejected. *A significant relationship can be found between the components of transformational leadership and organisational effectiveness in the administration of cricket in South Africa.* It can therefore be argued that the level of transformational leadership, exhibited by a Managing Director of a cricket union in South Africa will have an impact on organisational effectiveness.

For further analysis of the grouped transformational leadership factors and organisational effectiveness, descriptive statistics are provided. The mean and normative scores for transformational leadership factors are presented in Graph 7.1.

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**Graph 7.1: Mean and Normative scores for Transformational Leadership**

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As can be seen in Graph 7.1, the mean score for the grouped transformational leadership factors falls in the high category, as explained in the research methodology. The score is also higher than the South African normative score for these combined factors <sup>2</sup>.

These results are further validated in an investigation of the frequency of leadership behaviour, as perceived by both the leaders and followers who completed the questionnaires in this research. The frequency table for grouped transformational leadership factors and organisational effectiveness is presented as Table 7.2.

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<sup>2</sup> The South African normative scores were obtained from Productivity Development (Pty) South Africa, who hold the rights to the MLQ instrument in South Africa. The normative data includes the results of 2080 managers who have completed the MLQ in South Africa. The normative scores for each transformational and transactional leadership factor will also be quoted in the relevant discussion.

**Table 7.2: Frequency Table: Transformational Leadership vs Organisational Effectiveness**

		↔↔ TRANSFORMATIONAL FACTORS (%) ↔↔			
↑ ↓	ORG EFFECT	LOW	MEDIUM	HIGH	TOTAL
	LOW	0(0)	100(1)	0(0)	100(1)
↑ ↓	MEDIUM	0(0)	35.7(5)	64.3(9)	100(14)
	HIGH	0(0)	10.7(3)	89.3(25)	100(28)
↑ ↓	TOTAL	0(0)	20.9(9)	79.1(34)	100(43)

\* The actual scores are given in brackets.

\* ORG EFFECT = organisational effectiveness

The horizontal axis indicates whether transformational leadership was perceived to fall in either the low, medium or high category. The vertical axis indicates whether the organisation was perceived to be either low, medium or high, in terms of effectiveness. The combination of perceived frequencies can also be observed. The scores are given as a percentage of the row columns, with the actual frequencies given in brackets. The total number of respondents was forty-three, which includes both the self-raters and raters. The frequency tables for all of the hypotheses will be presented and can be interpreted in this way.

As can be seen in this case, most of the respondents (twenty-five out of a total of forty-three) rated the leader high in terms of transformational leadership and the cricket union as highly effective (see Graph 7.3 for mean score of organisational effectiveness). Bearing in mind that the chi-square result indicated a significant relationship between transformational leadership and organisational effectiveness in the administration of cricket in South Africa, it can be argued that the results presented in Tables 7.1 and 7.2 and in Graph 7.1, indicate

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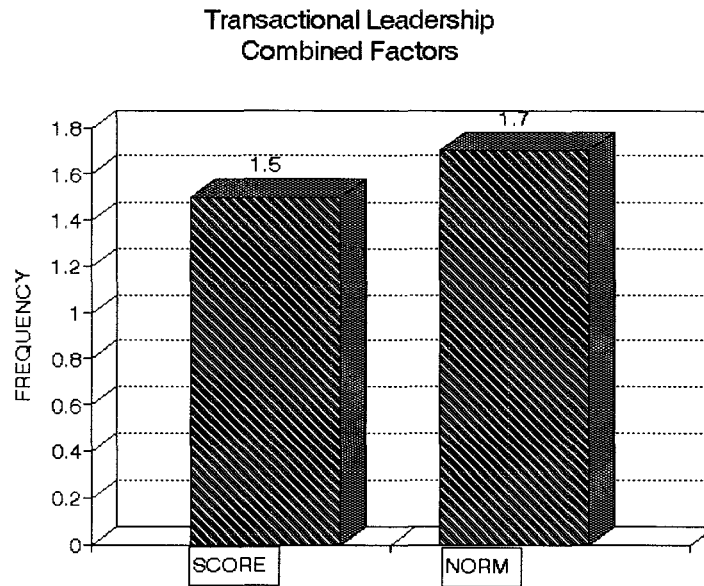
that the higher the level of transformational leadership at a cricket union in South Africa, the more likely that the cricket union will be effective.

### **7.3.2 Grouped Transactional Leadership Factors**

The second main hypothesis is tested by investigating the relationship of the grouped transactional leadership factors and organisational effectiveness. Table 7.1 indicates that the result for of the chi-square test is 4.388 with a p-value of 0.3567. *The result indicates that no significant relationship can be found between the level of transactional leadership at a cricket union in South Africa and the level of organisational effectiveness.* The second main null hypothesis cannot, therefore, be rejected.

Further information regarding the transactional leadership factors, however, can be obtained through an analysis of the descriptive statistics. Graph 7.2 indicates that the level of transactional leadership in the sample falls in the low category and is lower than the South African normative score of 1.7. It is clear, therefore, that Managing Directors of cricket unions in South Africa do not exhibit high levels of transactional leadership, yet their normative score for organisational effectiveness is high (see Graph 7.3). This fact will be further reported on in chapter eight.

**Graph 7.2: Mean and Normative Scores for Transactional Leadership**



The frequency table (Table 7.3) indicates the observed frequency of both the grouped transactional leadership factors and organisational effectiveness and should be analysed in the same way as the first frequency table.

**Table 7.3: Frequency Table: Transactional Leadership vs Organisational Effectiveness**

↔↔↔ TRANSACTIONAL FACTORS (%) ↔↔↔

↑↓	ORG EFFECT	LOW	MEDIUM	HIGH	TOTAL
	LOW	0(0)	100(1)	0(0)	100(1)
↑↓	MEDIUM	35.7(5)	57.1(8)	7.1(1)	100(14)
	HIGH	57.1(16)	42.9(12)	0(0)	100(28)
↑↓	TOTAL	48.8(21)	48.8(21)	2.3(1)	100(43)

\* The actual scores are given in brackets.

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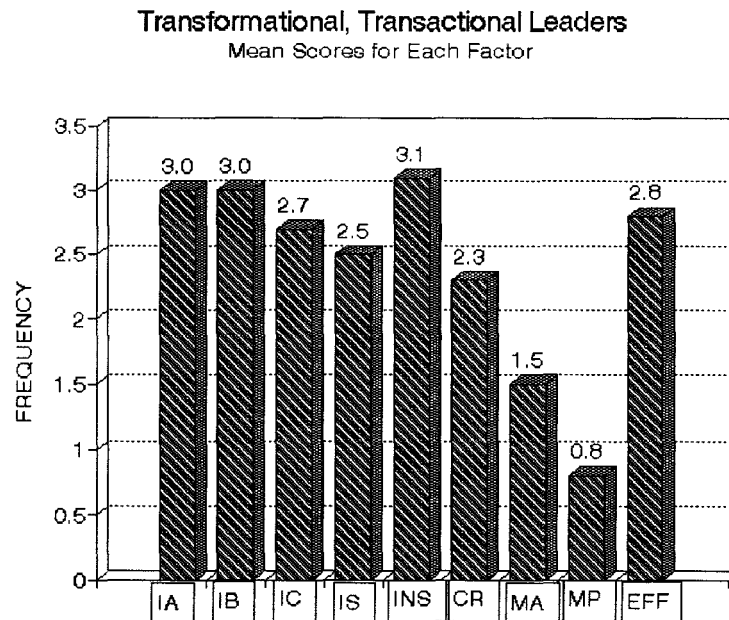
As can be observed in the table, the correlation of low transactional leadership and high organisational effectiveness was chosen most frequently demonstrating that most respondents rated the leaders as exhibiting a low level of transactional leadership and the organisation as highly effective. Specifically, fifty-seven percent of the respondents who perceived the organisation to be highly effective, also perceived a low level of transactional leadership (or sixteen out of the forty-three respondents). On the other hand, no respondents perceived the level of both transactional leadership and organisational effectiveness to be high.

It should be noted that even though no significant relationship could be found between transactional leadership and organisational effectiveness in cricket administration in South Africa, the descriptive statistics provide evidence that the level of transactional leadership in cricket administration in South Africa is low and the level of organisational effectiveness high.

#### **7.4 Testing of Sub-Hypotheses**

The results of the Pearson Chi-square tests and descriptive statistics for the sub-hypotheses are now presented. As a starting point, the mean scores for each of the transformational and transactional leadership factors are presented in Graph 7.3. These statistics will be referred to in the discussion of the results of each hypothesis tested.

**Graph 7.3: Mean scores of transformational, transactional leadership factors and organisational effectiveness**



**KEY:**

- |            |                                |                          |                                     |
|------------|--------------------------------|--------------------------|-------------------------------------|
| <b>IA</b>  | = Idealised Attributes         | <b>CONTINGENT REWARD</b> | = Contingent Reward                 |
| <b>IB</b>  | = Idealised Behaviour          | <b>MA</b>                | = Management-by-exception (active)  |
| <b>IC</b>  | = Individualised Consideration | <b>MP</b>                | = Management-by-exception (passive) |
| <b>IS</b>  | = Intellectual Stimulation     | <b>EFF</b>               | = Organisational Effectiveness      |
| <b>INS</b> | = Inspirational Motivation     |                          |                                     |

**7.4.1 Transformational Factors**

The relationship between each of the factors of transformational leadership, namely <sup>3</sup>*idealised attributes, idealised behaviours, individualised consideration, intellectual stimulation* and

<sup>3</sup> Idealised Attributes and Idealised Behaviours form part of Idealised Influence but are dealt with as separate variables for the purposes of analysis.

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*inspirational motivation*, and organisational effectiveness, was tested in the same way as the main hypotheses, using the Pearson chi-square techniques and descriptive statistics.

#### **7.4.1.1 Idealised Attributes**

The null hypothesis Ha1 stated that no significant relationship would exist between *idealised attributes* and organisational effectiveness in the administration of cricket in South Africa.

Table 7.1 indicates that the chi-square result is 22.481 with a p-value of 0.002, which is significant at the 0.05 level. Ha1 can be rejected, *because a significant relationship does exist between idealised attributes and organisational effectiveness in the administration of cricket in South Africa.*

The results are further validated through descriptive statistics. Graph 7.3 indicates that the mean score for *idealised attributes* was 3.0. In terms of the categorisation discussed in section 6.2, this score indicates that on average the Managing Directors exhibited high levels of idealised attributes. It should also be noted that the normative score for *idealised attributes* in South Africa is 2.7. The score for the Managing Directors of cricket unions in South Africa is, therefore, higher than the normative score.

The frequency table (Table 7.4) reflects the observed frequency of both *idealised attributes* and organisational effectiveness in cricket administration in South Africa.

**Table 7.4: Frequency Table: Idealised Attributes vs Organisational Effectiveness**

↔↔↔ **IDEALISED ATTRIBUTES (%)** ↔↔↔

↑ ↓	ORG EFFECT	LOW	MEDIUM	HIGH	TOTAL
↑ ↓	LOW	100(1)	0(0)	0(0)	100(1)
↑ ↓	MEDIUM	7.1(1)	28.6(4)	64.3(9)	100(14)
↑ ↓	HIGH	0.0(0)	21.4(6)	78.6(22)	100(28)
↑ ↓	TOTAL	4.7(2)	23.3(10)	72.1(31)	100(43)

\* The actual scores are given in brackets.

The table indicates that most respondents (twenty-two out of forty-three), rated the leaders as exhibiting a high level of *idealised attributes* and the cricket union as highly effective. The chi-square result indicates a significant relationship between *idealised attributes* and organisational effectiveness. Based on the frequencies, the mean scores and the chi-square result, it can be argued that unions where Managing Directors exhibit high levels of *idealised attributes*, are more likely to be effective than those Managing Directors who exhibit lower levels of this transformational leadership factor.

#### 7.4.1.2 Idealised Behaviours

Null hypothesis Ha2 stated that no significant relationship would exist between *idealised behaviours* and organisational effectiveness in the administration of cricket in South Africa.

The result for this transformational leadership factor is 8.562 with a p-value of 0.0138 at the 0.05 level of significance. Ha2 can be rejected, as it is clear that *a significant relationship*

does exist between idealised attributes and organisational effectiveness in the administration of cricket in South Africa.

Graph 7.1 indicates that the mean score for this transformational leadership factor is 3.0. The Managing Directors exhibit high levels of idealised attributes on average. The normative score for this transformational leadership factor in South Africa is 2.8. The score in this research is therefore higher than the normative score.

Table 7.5 presents the observed frequencies of *idealised behaviour* and organisational effectiveness in the cricket unions, included in the sample.

**Table 7.5: Frequency Table: Idealised Behaviours vs Organisational Effectiveness**

		↔↔↔ IDEALISED BEHAVIOURS (%) ↔↔↔			
↑ ↓	ORG EFFECT	LOW	MEDIUM	HIGH	TOTAL
↑ ↓	LOW	0(0)	100(1)	0(0)	100(1)
↑ ↓	MEDIUM	0(0)	50(7)	50(7)	100(14)
↑ ↓	HIGH	0.0(0)	14.3(4)	85.7(24)	100(28)
↑ ↓	TOTAL	0(0)	27.9(12)	72.1(31)	100(43)

\* The actual scores are given in brackets.

In this case, of the respondents who rated the unions as highly effective, twenty-four (or 87.5%) also rated the Managing Directors as exhibiting high levels of idealised behaviour variable. It can also, therefore, be argued that Managing Directors who display high levels of *idealised behaviours*, are more likely to lead cricket unions that are highly effective than those who display lower levels of this transformational leadership factor.

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### 7.4.1.3 Individualised Consideration

Null hypothesis Ha3 stated that no significant relationship would exist between the variable *individualised consideration* and organisational effectiveness in the administration of cricket in South Africa.

From the chi-square result which is 11.322 with a p-value of 0.0232 at the 0.05 level of significance, one can see that this null hypothesis can be rejected. *A significant relationship exists between individualised consideration and organisational effectiveness in the context of this research.* The level of individualised consideration displayed by the Managing Directors at the various cricket unions will have an impact on the overall organisational effectiveness of the cricket union concerned.

The mean score for *individualised consideration* is 2.7, as indicated by Graph 7.1, which falls in the high category as explained in chapter six. This score is above the South African normative score of 2.9.

Table 7.6 indicates the observed frequency of *individualised consideration* and the corresponding effectiveness of the cricket union.

**Table 7.6: Frequency Table: Individualised Consideration vs Organisational Effectiveness**

↔↔↔ INDIVIDUALISED CONSIDERATION (%) ↔↔↔

↕	ORG EFFECT	LOW	MEDIUM	HIGH	TOTAL
↕	LOW	0(0)	100(1)	0(0)	100(1)
↕	MEDIUM	7.1(1)	50(7)	42.9(6)	100(14)
↕	HIGH	3.6(1)	10.7(3)	85.7(24)	100(28)
↕	TOTAL	4.7(2)	25.6(11)	69.8(30)	100(43)

\* The actual scores are given in brackets.

The important frequency to note is that twenty-four of the forty-three respondents rated the organisation as highly effective and the Managing Directors as displaying high levels of *individualised consideration*. The chi-square result also indicated that the level of *individualised consideration* exhibited by the Managing Directors at cricket unions in South Africa will have an impact on the corresponding organisational effectiveness. It can be argued that Managing Directors who display high levels of this transformational component are more likely to lead cricket unions that are effective, than those who display lower levels of the variable.

#### 7.4.1.4 Intellectual Stimulation

Null hypothesis Ha4 stated that no significant relationship would exist between *intellectual stimulation* and organisational effectiveness in the administration of cricket in South Africa.

The result of this transformational factor is 6.497 with a p-value of 0.1650 at the 0.05 level of significance. This chi-square result shows that *no significant relationship can be found*

between *intellectual stimulation* and *organisational effectiveness* and null hypothesis Ha4 cannot be rejected.

The result seems to indicate that the level of *intellectual stimulation* has no significant impact on the organisational effectiveness of the corresponding cricket union. However, an analysis of the descriptive results reveals further information.

The mean score for this variable is 2.5, as indicated by Graph 7.1. This is the lowest mean score for the transformational leadership factors and is the only transformational variable which does not fall in the high category. The South African normative score for this transformational leadership factor is 2.7, which is higher than the mean score for Managing Directors of cricket unions in South Africa.

Table 7.7 reveals the perceived frequency of *intellectual stimulation* and the corresponding effectiveness at the cricket unions.

**Table 7.7: Frequency Table: Intellectual Stimulation vs Organisational Effectiveness**

↔↔↔ INTELLECTUAL STIMULATION (%) ↔↔↔

↑↓	ORG EFFECT	LOW	MEDIUM	HIGH	TOTAL
	LOW	0(0)	100(1)	0(0)	100(1)
↑↓	MEDIUM	14.3(2)	64.3(9)	21.4(3)	100(14)
	HIGH	3.6(2)	39.3(11)	57.1(16)	100(28)
↑↓	TOTAL	7(3)	48.8(21)	69.8(30)	100(43)

\* The actual scores are given in brackets.

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Despite the fact that no significant relationship could be found between *intellectual stimulation* and organisational effectiveness it should be noted that the highest perceived frequency in this case was high *intellectual stimulation* and high organisational effectiveness. As can be seen in the table, the spread of observed frequencies is far wider for this transformational leadership factor than for the three previously discussed factors, which is the reason why no significant relationship could be found.

#### **7.4.1.5 Inspirational Motivation**

It was stated in null hypothesis Ha5 that no significant relationship would exist between *inspirational motivation* and organisational effectiveness in the context of cricket administration in South Africa.

An investigation of Table 7.1 reveals a chi-square result of 9.510 with a p-value of 0.0086 at the 0.05 level of significance. The result indicates that *a significant relationship can be found between inspirational motivation and the corresponding organisational effectiveness of cricket unions in South Africa*. Null hypothesis (Ha7) can, therefore, be rejected. The level of inspirational motivation displayed by Managing Directors of cricket unions in South Africa will have an impact on the overall effectiveness of the organisation.

The mean score for *inspirational motivation* is 3.1 (see Graph 7.1). This is the highest score for all of the transformational leadership factors and indicates a high level of this variable in the leadership of the cricket unions in South Africa. The normative score for *inspirational motivation* is 2.8, which is below the score of the Managing Directors of

cricket unions in South Africa.

Table 7.8 displays the observed frequency of inspirational motivation and the corresponding organisational effectiveness

**Table 7.8: Frequency Table: Inspirational Motivation vs Organisational Effectiveness**

↔↔↔ INSPIRATIONAL MOTIVATION (%) ↔↔↔

↑ ↓	ORG EFFECT	LOW	MEDIUM	HIGH	TOTAL
↑ ↓	LOW	0(0)	100(1)	0(0)	100(1)
↑ ↓	MEDIUM	0(0)	35.7(5)	64.3(9)	100(14)
↑ ↓	HIGH	0(0)	7.1(2)	92.9(26)	100(28)
↑ ↓	TOTAL	0(0)	18.6(8)	69.8(35)	100(43)

\* The actual scores are given in brackets

As can be seen very strongly, most of the respondents (thirty-five out of forty-three) rated the Managing Directors as displaying high levels of *inspirational motivation* and the unions as highly effective. This result, together with the chi-square result and the high mean score for this transformational leadership factor, is significant in the argument for transformational leadership. It can be argued that Managing Directors of cricket unions in South Africa, who exhibit high levels of *inspirational motivation* are more likely to lead effective cricket unions than those who display lower levels of this variable.

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## 7.4.2 Transactional Leadership Factors

The relationship of each of the components of transactional leadership, namely *active management-by-exception*, *passive management-by-exception* and *contingent reward*, with organisational effectiveness, was tested in the same way as the preceding hypotheses.

### 7.4.2.1 Management-by-exception (active)

The corresponding null hypothesis, Ha6, stated that no significant relationship would exist between *active management-by-exception* and organisational effectiveness in the administration of cricket in South Africa.

Table 7.1 presents the chi-square result for this variable which is 5.005, with a p-value of 0.2868 at the 0.05 level of significance. This result indicates that *no significant relationship can be found between management-by-exception (active) and organisational effectiveness in the administration of cricket in South Africa*. The null hypothesis (Ha6) cannot be rejected.

However, further analysis is possible through an investigation of descriptive statistics. The mean score, as presented in Graph 7.1 for *active management-by-exception* is 1.5, which falls into the medium category as described in chapter six. The South African normative score for *active management-by-exception* is 1.7, which is higher than the score of Managing Directors of cricket unions in South Africa.

Table 7.9 displays the observed frequency of both *active management-by-exception* and the

organisational effectiveness in the administration of cricket in South Africa.

**Table 7.9: Frequency Table: Management-by-exception (active) vs Organisational Effectiveness**

↔↔↔ MANAGEMENT-BY-EXCEPTION (ACTIVE) (%) ↔↔↔

↑ ↓	ORG EFFECT	LOW	MEDIUM	HIGH	TOTAL
↑ ↓	LOW	0(0)	100(1)	0(0)	100(1)
↑ ↓	MEDIUM	35.7(5)	57.1(8)	7.1(1)	100(14)
↑ ↓	HIGH	60.7(17)	39.3(11)	0(0)	100(28)
↑ ↓	TOTAL	51.2(22)	46.5(20)	2.3(1)	100(43)

\* The actual scores are given in brackets

Despite the fact that no significant relationship exists between *active management-by-exception* and organisational effectiveness in the administration of cricket in South Africa, the frequency table provides important information.

Table 7.8 indicates that the most frequently observed combination of this transactional leadership factor and organisational effectiveness is that of low *active management-by-exception* and high organisational effectiveness, which is represented by seventeen of the forty-three respondents' perceptions. The trend is also different to the transformational factors, where the score for the factor generally fell in the high category. It can be noted that the low score on the transactional leadership factor corresponds to a high score for organisational effectiveness.

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#### 7.4.2.2 Management-by-exception (passive)

Null hypothesis (Ha7) stated that no significant relationship would exist between *passive management-by-exception* and organisational effectiveness in the administration of cricket in South Africa.

The chi-square result for this transactional leadership variable is 7.393, with a p-value of 0.0248 at the 0.05 level of significance. This result is shown in Table 7.1. *The result indicates a significant relationship between passive management-by-exception and organisational effectiveness in the administration of cricket in South Africa.* In other words, the level of *passive management-by-exception* exhibited by the Managing Directors of cricket unions in South Africa will have an impact on the effectiveness of the organisation.

The descriptive statistics provide further information. The mean score, as indicated in Graph 7.1 is 0.8, indicating a low level of *passive management-by-exception*, in the given sample. This score is below the South African normative score of 1.0.

Table 7.10 provides noteworthy information regarding the perceived frequency of this variable and the corresponding organisational effectiveness in cricket administration in South Africa.

**Table 7.10: Frequency Table: Management-by-exception (passive) vs Organisational Effectiveness**

↔↔↔ MANAGEMENT-BY-EXCEPTION (PASSIVE) (%) ↔↔↔

↕	ORG EFFECT	LOW	MEDIUM	HIGH	TOTAL
↕	LOW	0(0)	100(1)	0(0)	100(1)
↕	MEDIUM	64.3(9)	35.7(5)	0(0)	100(14)
↕	HIGH	89.3(25)	10.7(3)	0(0)	100(28)
↕	TOTAL	79.1(34)	20.9(9)	0(0)	100(43)

\* The actual scores are given in brackets

These perceived frequencies are in direct contrast to the transformational variable results. As can be seen, most of the respondents (thirty-four out of forty-three), perceived the corresponding union to be highly effective. At the same time, however, twenty-five of the respondents perceived a low level of *passive management-by-exception*. Similar to the discussion of Table 7.8, a low level of *passive management-by-exception* corresponds to a high level of organisational effectiveness. The conclusion that can be drawn from this information, taking the significant chi-square result into account, is that those cricket unions where the Managing Directors display low levels of passive management-by-exception are more likely to be effective than those of cricket unions where leaders exhibited higher levels of this variable.

#### 7.4.2.3 Contingent Reward

Null hypothesis Ha8 stated that no significant relationship would exist between the transactional variable, *contingent reward*, and organisational effectiveness, in the

administration of cricket in South Africa.

The chi-square result is 1.494, as presented in Table 7.1. The p-value, at the 0.05 level of significance, for this variable is 0.8277, indicating no significant relationship found. Null hypothesis Ha8 cannot, therefore, be rejected.

The descriptive statistics allow for further discussion regarding contingent reward. The mean score for *contingent reward* is 2.3, as indicated in Graph 2.3. In other words, Managing Directors of cricket unions in South Africa display a medium level of contingent reward, in terms of the categorisation discussed in chapter six. This mean score is exactly the same as the South African normative score for *contingent reward*.

Table 7.11 displays the observed frequency of *contingent reward* and the corresponding effectiveness of cricket unions in South Africa.

**Table 7.11: Frequency Table: Contingent Reward vs Organisational Effectiveness**

↔↔↔ CONTINGENT REWARD (%) ↔↔↔

↕	ORG EFFECT	LOW	MEDIUM	HIGH	TOTAL
	LOW	0(0)	100(1)	0(0)	100(1)
↕	MEDIUM	14.3(2)	57.1(8)	28.6(4)	100(14)
	HIGH	14.3(4)	46.4(13)	39.3(11)	100(28)
↕	TOTAL	14(6)	51.2(22)	34.9(15)	100(43)

\* The actual scores are given in brackets

As was the case for the transformational leadership factor, intellectual stimulation, the

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perceived frequencies for contingent reward are widely spread, with the result that no significant relationship could be found between *contingent reward* and organisational effectiveness in the administration of cricket in South Africa.

It should, however, be noted that the most observed combination of frequencies was that of medium level *contingent reward* and high level of organisational effectiveness. This result will be further discussed in chapter eight.

## 7.5 Conclusion

The empirical results of the research were presented in this chapter. A significant chi-square result was found for the grouped transformational leadership factors and organisational effectiveness and as a result, the first main null hypothesis can be rejected. Other significant chi-square results in terms of the relationship with organisational effectiveness, were found for the transformational leadership factors of *idealised attributes*, *idealised behaviour*, *individualised consideration* and *inspirational motivation*, as well as for the transactional factor management-by-exception (passive). In each case descriptive statistics provided further information.

No significant results were found for the grouped transactional leadership factors and organisational effectiveness. Further, no significant chi-square results were found for the transformational leadership factor, *intellectual stimulation* and organisational effectiveness, and the transactional leadership factors, *active management-by-exception* and *contingent reward*, and organisational effectiveness. In all cases, however, descriptive statistics

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provided further insights.

This chapter presented a basic overview of the results. It is now possible to discuss the results in more detail, particularly with reference to previous research. A discussion of the implications for future research on the topic of transformational leadership, based on the results of this research, is also presented in chapter eight.

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## CHAPTER 8

### DISCUSSION, IMPLICATIONS FOR FUTURE RESEARCH AND CONCLUSION

#### 8.1 Introduction

The broad objective of the study was to test the relationship between both the transformational and transactional leadership styles, and organisational effectiveness. In so doing, it is possible to comment on the relevance of the transformational leadership theory in the South African context of cricket administration. As such, main and sub-hypotheses were formulated and empirical results obtained. The empirical results for this research project were presented and interpreted in chapter seven. This chapter examines the results in more detail, particularly pertaining to previous research on the topic of transformational leadership and organisational effectiveness. The implications stemming from this study, for future research, are also discussed and finally a summary of the overall research is provided.

#### 8.2 Discussion of Results for the Main Hypotheses

The first main hypothesis dealt with the relationship of the grouped transformational leadership factors and organisational effectiveness. In chapter three, it was shown that the transformational leadership style consists of *idealised influence*, *individualised consideration*, *intellectual stimulation* and *inspirational motivation*.

The result of the chi-square test indicated that a significant relationship does exist between transformational leadership, as a whole, and organisational effectiveness in the administration

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of cricket in South Africa. As a result, the first null hypothesis can be rejected. The mean scores and frequency tables provided further evidence of the positive impact of transformational leadership on organisational effectiveness. It is argued that organisations whose leaders exhibit high levels of transformational leadership are more likely to be effective than organisations whose leaders exhibit lower level of transformational leadership. This finding is similar to that of authors such as Bass (1985), Waltman *et al* (1986), Hater and Bass (1988), Yammarino and Bass (1990), Selzer and Bass (1990) and Avolio *et al* (1991). Before discussing this result further, the results for the second main null hypothesis are discussed.

The second null hypothesis involved an investigation of the relationship between the combined components or factors of transactional leadership and organisational effectiveness, in the administration of cricket in South Africa. As discussed in chapter three, transactional leadership consists of *active management-by-exception*, *passive management-by-exception* and *contingent reward*.

The result of the chi-square result of this hypothesis was to conclude that no significant relationship could be found between transactional leadership and organisational effectiveness in the administration of cricket in South Africa. It should be noted, however, that due to the small size of the population, each respondent had a fairly high influence on the final result. It was therefore necessary to investigate the relationship further through an analysis of the mean scores and particularly the frequency tables of transactional leadership and organisational effectiveness.

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Despite the chi-square result, the frequency table indicated that the most frequently observed combination of transactional leadership and organisational effectiveness, was a low level of transactional leadership by Managing Directors and a high level of organisational effectiveness. These findings are similar to the conclusions drawn by authors such as Bass (1985), Avolio *et al* (1988) and Avolio and Bass (1997). These authors suggest that effective organisations will be characterised by high levels of transformational leadership and lower levels of transactional leadership.

The results for the sub-hypotheses are also used in the evaluation of the relevance of the transformational leadership theory.

### **8.3 Results of sub-hypotheses pertaining to Transformational Leadership Factors**

Sub-hypotheses three to seven investigated the relationship between each of the different factors of transformational leadership and organisational effectiveness. The results for the two *idealised influence* factors (*idealised attributes* and *idealised behaviour*), *individualised consideration* and *inspirational motivation* were similar to the results for main null hypothesis one. As found for transformational leadership as a whole, a significant relationship was found between the transformational leadership factors of *idealised attributes*, *idealised behaviour*, *individualised consideration*, *inspirational motivation*, and organisational effectiveness. The descriptive statistics provided further evidence of the positive impact of these transformational leadership factors on organisational effectiveness in the administration of cricket in South Africa. The higher the level of these components of transformational leadership at a cricket union, the more likely that the organisation will be found to be

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effective.

The only transformational leadership factor not to yield a significant chi-square result was *intellectual stimulation*. The frequency table for this factor (Table 7.6) indicated, however, that of the combined perceived frequency of *intellectual stimulation* and organisational effectiveness, a high level of *intellectual stimulation* and a high level of organisational effectiveness was chosen most frequently. These findings provide some support of the finding of main null hypothesis one.

The results of the sub-hypotheses, three, four, five and seven result in the same general conclusions as for main null hypothesis one. The result for sub-hypothesis six, although not significant, does provide some evidence similar to the findings of the other transformational leadership factors, namely that transformational leadership impacts positively on organisational effectiveness in the administration of cricket in South Africa. .

#### **8.4 Results of sub-hypotheses pertaining to Transactional Leadership Factors**

Sub-hypotheses eight, nine and ten investigated the relationship between each of the different factors of transactional leadership, and organisational effectiveness.

No significant chi-square result could be found for the transactional leadership factors, *active management-by-exception* and *contingent reward*. In each case, however, the descriptive statistics provided additional insights.

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In terms of *active management-by-exception*, the frequency table (Table 7.8), indicates that the most frequently perceived level of *active management-by-exception* by the Managing Directors is low and the most frequently perceived frequency of organisational effectiveness is high. This is similar to the finding for the grouped transactional leadership behaviour.

It should be noted that the transactional leadership factor, *contingent reward*, has yielded slightly different results from the two *management-by-exception* factors in past research (Avolio and Bass, 1997). The *mean score* for *contingent reward* is often much higher than for *management-by-exception*. *Contingent reward* typifies the leadership styles which were described as effective in a less competitive environment than that faced by business leaders today. Bass and Avolio (1994) contend that *contingent reward* has been reasonably successful in motivating staff to achieve certain goals, as some level of tangible reward is necessary. It is significant that the mean score for this factor, as demonstrated in Graph 7.2, is 2.3, which is exactly the same as the South African normative score for this factor.

Sub-hypothesis nine dealt with the relationship between *passive management-by-exception* and organisational effectiveness. This was the only transactional leadership factor to yield a significant chi-square result. The mean score is also low and the most regularly perceived frequency is that of a low level of *passive management-by-exception* and a high level of organisational effectiveness. As a result, the frequency table (Table 7.9) indicates that lower levels of *passive management-by-exception* yield higher levels of organisational effectiveness.

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The results for the main and sub-hypotheses are similar to those reported by authors such as Bass (1985), Avolio *et al* (1988), Hater and Bass (1988), Yammarino and Bass (1990) and Avolio and Bass (1997), who also found that the levels of transformational leadership and transactional leadership impacted on the effectiveness of the organisations which they measured. The transformational leadership factors have generally been found to have a positive impact on organisational effectiveness and the transactional leadership factors, a negative impact.

It is necessary to discuss the results, specifically in terms of sport, before making a final judgement on the relevance of the transformational leadership theory in South Africa, which stems from the broad objectives of the study.

### **8.5 Results of Transformational leadership studies in Sport**

As discussed, transformational leadership has generally been found to have a positive impact on organisational effectiveness (Bass and Avolio, 1994). Empirical studies of the effects of transformational and transactional leadership in sport, however, have produced conflicting results (London, 1996). It is necessary to refer to some of the conflicting results, particularly those of Pruijn and Boucher (1994), as their study was very similar in nature to this research.

Prujn and Boucher (1994) attempted to determine whether transactional and transformational leadership had different effects on the organisational effectiveness of Dutch National Sport Organisations. Their results did not provide general support for Bass's (1990b) argument

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of the universality of transformational leadership. They did, however, note certain limitations of their sample, especially the fact that most of the leaders rated, led their organisations on a volunteer basis. Bourner (1994) and Kent (1995), have undertaken similar studies and have also not been able to lend support to the transformational leadership theory.

Leadership and effectiveness studies in sport, however, have seldom been undertaken. (Pruijn and Boucher, 1994). After a review of the literature on transformational leadership in South Africa, no reference to leadership studies, which focused on administration in sport, could be found. This research, therefore, adds a new dimension to both the transformational leadership research and, specifically, to this type of research in sport.

#### **8.6 The Relevance of the Transformational Leadership in the given research context**

Having discussed the empirical results of this study, it is possible to evaluate the relevance of the transformational leadership theory in cricket administration in South Africa.

The results of the grouped transformational leadership factors indicate a significant positive relationship with organisational effectiveness. At the same time, although no significant chi-square result was found between the grouped transactional leadership factors and organisational effectiveness, it was noted that the general trend was a low level of transactional leadership and a high level of organisational effectiveness. These findings are consistent with the results of other prominent authors such as Bass (1985), Avolio *et al* (1988), Hater and Bass (1988), Howell and Avolio (1989) and Yammarino and Bass (1990).

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Based on the findings of this research, it is possible to provide general support for the relevance of transformational leadership to cricket administration in South Africa. It is also necessary to address some of the other issues regarding transformational leadership, raised by Bass (1985 and 1990a), particularly the issue of the universal applicability of the theory.

As discussed in chapter five, Yukl (1989:23) stated that although the transformational leadership theory has been tested in a multitude of settings, the amount of empirical research on the topic is still very limited. Further, most of the research which has been completed has taken place in North America and Europe (Avolio and Bass, 1997). Bass (1990a and 1997) made the claim that transformational leadership transcends cultural boundaries and is therefore universally applicable. Findings to support this notion have been made throughout the world, but mostly in North America and Europe as noted.

As this research takes place in the South African context, it contributes to the bank of findings relating to the relevance of transformational leadership. The findings generally demonstrate the relevance of this theory in the given South African context and therefore further validate Bass's claims of the universal relevance of the subject.

Having discussed the results of the research and commented on the relevance of the transformational leadership theory in South Africa, it is necessary to discuss the implications for future research, arising from the study.

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## **8.7 Implications of this study**

As discussed, the findings of this research provide general support for the relevance of the transformational leadership theory in the South African context of cricket administration. Practical implications, as well as implications for future research, stem from the results of this study. The implications for future research will be discussed first.

### **8.7.1 Implications for Future Research**

The transformational leadership theory impacts positively on organisational effectiveness in the administration of cricket in South Africa. Avolio and Bass (1997) have called for more research on this topic, particularly in countries such as South Africa, where research on the topic is still relatively limited. Bass (1994) and Avolio (1995) have both argued specifically for the relevance of the transformational leadership in South Africa. The results of this study validate the claim that transformational leadership impacts positively on organisational effectiveness and this topic should therefore be researched further in this country. Further research on the topic is particularly relevant in South Africa, in light of the repeated calls for the development of effective leaders in the country by authors such as Pretorius (1996) and Manning (1997). A possible further study in sport is discussed in the next section, as it relates to certain practical implications of the study.

In addressing the implications of the study for future research, it is necessary to refer to two broad limitations of the research. Firstly, this study involved a relatively small population and thus a relatively small sample. Adding another population group of one of the other

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major sports in South Africa, such as rugby or soccer, will help to overcome this limitation.

The second broad limitation concerns the demographics of the sample. The Managing Directors investigated in this study were all white males. It could be argued that the demographics of the sample in this study are limiting, in that one is only dealing with one of the many diverse cultural groups in South Africa. It is necessary, therefore, that future research of this nature in South Africa takes place in an environment where as many cultural groups as possible are reflected, particularly in light of Bass's (1997) universal argument. Avolio and Bass (1997) have also discussed that most research on the topic of transformational leadership has been conducted in North America and Europe. It could be argued that white male leaders in South Africa are more likely to behave similarly to their counterparts in North America than non-white leaders. This argument has many implications for research, some of which will be referred to.

Mbigi and Maree (1995) suggest that South African organisations should not attempt to simply transplant what they call '*western*' ideas into the country. They feel that organisations in the country should draw ideas from its triple cultural heritage, which comes from Africa, the East and the West, and develop their own collective self-identity through what is termed '*the spirit of Ubuntu*'. *Ubuntu* is a reflection of the unique African culture. It is therefore necessary to undertake research that focuses on organisations which reflect the unique culture of South Africa. In this regard, a study of an industry such as the mining industry in South Africa would be useful, in that it reflects the overall demographics of the country, in terms of the cultural diversity of its workforce. In addition, working in mines is inherently dangerous, which adds a further unique variable in terms of evaluating the effect of

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transformational leadership on organisational effectiveness.

Pruijn and Boucher (1994) found that the presence of volunteer leaders affected the impact of the transformational leadership theory on organisational effectiveness. In testing the universal relevance of transformational leadership in South Africa, it would also be necessary to conduct studies in diverse research contexts, such as the small business sector and non-government organisations (NGO's). The unique characteristics of these environments may also impact the relevance of the transformational leadership. It would also be necessary to conduct a comparative study of the different effects of the transformational leadership theory on organisational effectiveness, in predominantly white owned businesses and predominantly non-white owned businesses respectively, due to cultural differences.

This study also has implications for future research which focuses on organisational effectiveness. Table 6.2, in chapter six, listed the key indicators of effectiveness in cricket administration. As discussed in chapter four, the topic of organisational effectiveness is an extremely complex one. It is very difficult to attribute indicators of effectiveness to their primary influences. As discussed in chapter six, one might find, for example, that one indicator of effectiveness may be more closely linked to leadership than another. As the main indicators of effectiveness in cricket administration in South Africa have been identified, a study could be undertaken to overcome the complexity in the measurement of the concept. The study could further aim to investigate the primary influences on each of the indicators, identified as measures of effectiveness in cricket administration. In so doing, one would attempt to overcome the vagueness often associated with effectiveness studies. In terms of research involving leadership, a hypothesis could be developed which questions

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which of the indicators of effectiveness are most influenced by leadership.

Finally, the fact that sport plays an important role in South Africa was demonstrated in chapter one. As discussed, however, little research has been conducted in sport. It is clear that there is a need for more research on the topic. It is hoped that this research will stimulate further studies aimed at management in sport.

### **8.7.2 Practical Implications**

The fact that the transformational leadership theory has been found to have relevance in the research context of cricket administration in South Africa, has practical implications not only for sport managers, but also for other managers in South Africa. As Manning (1997) suggests, it is time that leaders (managers), in South Africa, evaluate the way they lead. The results of this study indicate that they should take note of the transformational leadership style. As a starting point, the implications for leadership in sport administration will be discussed.

The fact that transformational leadership is seen to impact positively on organisational effectiveness in cricket administration in South Africa, should be noted by other major sporting codes in South Africa. As mentioned in the introduction, rugby and soccer have particularly been surrounded by controversy in recent times. An interesting study would be one that compares the effects of transformational leadership in different sporting codes in South Africa. A study of the relevance of transformational leadership would enable one to learn much about the universal applicability of the theory. Further, as leadership and

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effectiveness studies in sport have seldom been undertaken, it would add further information to a field of management, sport management, which is growing rapidly.

If one accepts the universal argument for the relevance of transformational leadership, one can generalise the findings of this research to other situations in South Africa. Since the factors associated with transformational leadership can be measured and identified, Bass (1990b:26) suggests that these factors be incorporated into managerial assessment, selection, placement and guidance programs. As Bass (1990b) further explains, transformational leadership can be learned, and should therefore be the subject of management training and development, since it is likely to render an organisation more effective. Several thousand leaders in the private sector and community leaders in the public sector throughout the world (including South Africa) have already been trained using the transformational leadership model (Bass and Avolio, 1994:4), which is also referred to as full-range leadership training.

Having discussed both the implications for future research and the practical implications stemming from this research, the final discussion will involve the general conclusion of the study, which takes the form of an overall summary of the research project.

## **8.8 Conclusion of the Research**

The broad objective of the study was to test the relevance of the transformational leadership theory. In addressing this objective, cricket administration in South Africa was chosen as the research context, particularly due to the importance of sport in the country. The administrative leadership of sport has seldom been researched. The study started with an

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overview of the research context, namely cricket administration.

An overview of the concept and theories of leadership was provided, culminating in a discussion of the move towards transformational leadership, as the most applicable leadership theory in the contemporary business environment. The transformational leadership theory is seen as an all encompassing leadership theory, which incorporates the ideas of many previous leadership theories.

The transformational leadership theory was discussed in detail. Its general relevance and particular relevance in the South African context was also discussed. Organisational effectiveness is used to measure the success or lack of success of an organisation. Organisational effectiveness is an extremely complex issue, which is difficult to measure. However, an approach called the multiple-constituency approach to organisational effectiveness, aims to address the complexities of the topic and was used to develop an understanding of organisational effectiveness in cricket administration.

In terms of this research, transformational leadership was identified as the independent variable and organisational effectiveness as the dependent variable. These concepts were then discussed in terms of the research context, cricket administration in South Africa.

The general methodology consisted of the use of two research instruments. The Multifactor Leadership Questionnaire was used to collect information about leadership and the Effectiveness Survey for Cricket Administration was used to collect information about organisational effectiveness. Results were obtained using both Pearson chi-square and

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descriptive methods.

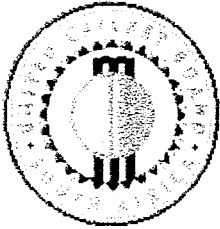
The results of this research suggest that in the majority of situations, the general tendency is that a positive relationship exists between transformational leadership and organisational effectiveness. On the other hand, no significant relationship exists between transactional leadership and organisational effectiveness. Main null hypothesis one stated that a significant relationship would not exist between transformational leadership and organisational effectiveness in the administration of cricket in South Africa. Based on the results of the chi-square tests, the null hypothesis was rejected. Significant results were also found for the transformational variables of *idealised influence*, *individualised consideration* and *inspirational motivation*. These results suggested that leaders who employed high levels of these variables were more likely to be effective than those who employed lower levels. The only transactional variable to yield a significant result was *management-by-exception (passive)* and, on the whole, null hypothesis two could not be rejected.

The *mean scores* for the transformational leadership variables were generally high and for the transactional variables generally low. The *mean score* for organisational effectiveness was also in the high category. The frequency tables provide further evidence of high transformational behaviour and high organisational effectiveness. The overall results provide support and evidence of the applicability of the transformational leadership theory in this South African setting. As success in sport is important in South Africa's culture, the main implication stemming from the results of this research, is that the transformational leadership theory should be tested and applied in other sporting codes in the country.

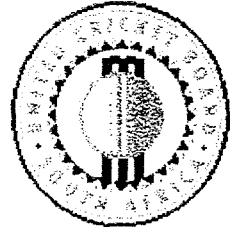
## ***APPENDICES***

## APPENDIX A:

### THE LOGO OF THE UNITED CRICKET BOARD OF SOUTH AFRICA



## THE LOGO OF THE UCBSA



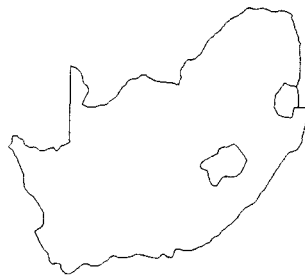
The logo of the UCBSA is designed to represent cricket in South Africa. It portrays elements that are typically African in look, but undeniably international in presentation.

- The circular logo creates a stable yet dynamic shape.
- The typeface chosen is simple yet modern.
- The sawtooth pattern is reminiscent of the sun, but more importantly is one of the most recurrent patterns in African art. It is symbolic of ploughed earth and the little dots placed therein symbolise seeds, fertility and the potential of growth. This refers particularly to the development programme which is so vital to cricket in South Africa.
- The cricket ball and wickets provide the obvious reference to the sport itself.
- The ball is made up of two halves of different colours. The stitching together of these two halves is a symbol of unity.

**APPENDIX B:**

**MULTIFACTOR LEADERSHIP QUESTIONNAIRE(FORM 5X)  
SELF-RATER**

**BERNARD M. BASS and BRUCE J. AVOLIO  
CENTER FOR LEADERSHIP STUDIES/SCHOOL OF MANAGEMENT  
BINGHAMPTON UNIVERSITY**



**LEADERSHIP STUDY CONDUCTED BY ADRIAN M. RISTOW ON  
SPORTS ADMINISTRATION IN SOUTH AFRICA**

This questionnaire provides a description of your leadership. After placing your name in the space provided on the answer form, please answer the questions with a dark pencil, following the instructions provided. When an item is irrelevant or does not apply, or where you are uncertain or do not know, leave the answer blank. Make no more than one mark for each question. The answer sheet can be found at the back (page 5) and can be torn off.

**DIRECTIONS:**

YOU WILL BE PRESENTED WITH DESCRIPTIVE STATEMENTS ABOUT LEADERS. FOR EACH STATEMENT, WE WOULD LIKE YOU TO JUDGE HOW FREQUENTLY YOU HAVE DISPLAYED THE BEHAVIOUR DESCRIBED.

USE THE FOLLOWING 5 POSSIBLE RESPONSES:-

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>
<hr/>				
Frequently, if not always	Fairly often	Sometimes	Once in a while	Not at all

1. I make personal sacrifices for the benefit of others.
  2. I avoid getting involved when important issues arise.
  3. I talk to those I lead about my most important values and beliefs.
  4. It requires a failure to meet an objective for me to take action.
  5. I set high standards.
- 
6. I focus attention on irregularities, mistakes, exceptions, and deviations from standards.
  7. I emphasize the value of questioning assumptions.
  8. I give those I lead what they want in exchange for their support.
  9. I treat those I lead as individuals rather than just members of a group.
  10. I take no action even when problems are chronic.
- 
11. I remain calm during crisis situations.
  12. The work of those I lead has to fall below minimum standards for me to try to make improvements.
  13. I emphasize the importance of being committed to our beliefs.
  14. I closely monitor the performance of those I lead for errors.
  15. I envision exciting new possibilities.
- 
16. I make clear to those I lead what they can expect to receive.
  17. I re-examine critical assumptions to question whether they are appropriate.
  18. I am absent when needed.
  19. I listen attentively to the concerns of those I lead.
  20. I fail to intervene until problems become serious.
- 
21. I instill pride in those I lead in being associated with me.
  22. I spend my time looking to "put out fires".
  23. I specify the importance of having a sense of purpose.
  24. I work out agreements with those I lead on what they will receive if they do what needs to be done.
  25. I talk optimistically about the future.
- 
26. I fail to follow up on requests for assistance.
  27. I encourage those I lead to rethink ideas which have never been questioned before.
  28. I tell those I lead what they've done wrong rather than what they have done right.
  29. I provide useful advice for the development of those I lead.
  30. I keep track of the mistakes of those I lead.
- 
31. I go beyond my own self-interest for the good of our group.
  32. I negotiate with those I lead about what they can expect to receive for what they accomplish.
  33. I consider the moral and ethical consequences of my decisions.
  34. I resist expressing my views on important issues.
  35. I express my confidence that we will achieve our goals.
- 
36. Things have to go wrong for me to take action.
  37. I question the traditional ways of doing things.
  38. I enforce rules to avoid mistakes.
  39. I focus those I lead on developing their strengths.
  40. I provide assistance to those I lead in exchange for their efforts.
-

41. I provide reassurance that we will overcome obstacles.
  42. I avoid making decisions.
  43. I display conviction in my ideals, beliefs and values.
  44. I show that I am a firm believer in "If it ain't broke, don't fix it".
  45. I provide continuous encouragement to those I lead.
- 

46. My attention is directed toward failure to meet standards.
  47. I seek differing perspectives when solving problems.
  48. I tell those I lead what to do to be rewarded for their efforts.
  49. I spend time teaching and coaching those I lead.
  50. I delay responding to urgent questions.
- 

51. I display extraordinary talent and competence in whatever I undertake.
  52. Problems must become chronic before I will take action.
  53. I take a stand on difficult issues.
  54. I search for mistakes before commenting on the performance of those I lead.
  55. I focus the attention of those I lead on "what it takes" to be successful.
- 

56. I make sure that those I lead receive appropriate rewards for achieving performance targets.
  57. I suggest new ways of looking at how we do our jobs.
  58. I divert the attention of those I lead away from addressing work-related problems.
  59. I treat each of those I lead as individuals with different needs, abilities, and aspirations.
  60. I motivate those I lead to do more than they thought they could do.
- 

61. My actions build respect for me from those I lead.
  62. Those I lead earn credit with me by doing their tasks well.
  63. I clarify the central purpose underlying our actions.
  64. I talk enthusiastically about what needs to be accomplished.
  65. I encourage those I lead to express their ideas and opinions.
- 

66. I teach those I lead how to identify the needs and capabilities of others.
  67. I display a sense of power and confidence.
  68. I talk enthusiastically about how trusting each other can help us overcome difficulties.
  69. I arouse in those I lead an awareness of what is essential to consider.
  70. I heighten the motivation to succeed of those I lead.
- 

71. I emphasize the importance of having a collective sense of mission.
  72. I articulate a compelling vision for the future for those I lead.
  73. I get those I lead to look at problems from many different angles.
  74. I promote self-development among those I lead.
  75. I behave in ways that are consistent with my expressed values.
- 

76. I show determination to accomplish what I set out to do.
  77. I encourage non-traditional thinking to deal with traditional problems.
  78. I give personal attention to those I lead who seem neglected.
  79. I get those I lead to do more than they expected they could do.
  80. I express satisfaction when those I lead do a good job.
  81. I encourage addressing problems by using reasoning and evidence, rather than unsupported opinion.
-

Use this key for the 5 possible responses to items 82-85

A	B	C	D	E
Not effective	Only slightly effective	Effective	Very effective	Extremely effective

82. The overall effectiveness of your group made up of those you lead and yourself can be classified as \_\_\_\_\_.
83. How effective are you in representing your group to higher authority?
84. How effective are you in meeting the job-related needs of those with whom you work?
85. How satisfied are you with your leadership ability?
- 
86. In all, how satisfied are you with the methods of leadership you use to get your groups assignments completed?
- A. Very dissatisfied
  - B. Somewhat dissatisfied
  - C. Neither satisfied nor dissatisfied
  - D. Fairly satisfied
  - E. Very satisfied
87. In all, how satisfied are you with the methods of leadership you use to get your groups job done?  
(Use the same grid as for 86)
88. Your position is \_\_\_\_\_. (leave blank if not applicable)
- A. First level (lowest level of supervision or equivalent)
  - B. Second level (Supervises first level)
  - C. Third level
  - D. Fourth level
  - E. Fifth level or higher
89. Of the alternatives given for 88, which is the highest level existing in your organisation? (leave blank if not applicable)
90. Your primary educational background is (mark as many as apply).
- A. Science, engineering or technical
  - B. Social Science or humanities
  - C. Business
  - D. Professional (law, health field, social services)
  - E. Other educational background

THANK-YOU FOR YOUR ASSISTANCE!

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*\*1991 Bernard M. Bass & Bruce J. Avolio*



\* Please see question paper for grids for 82-90

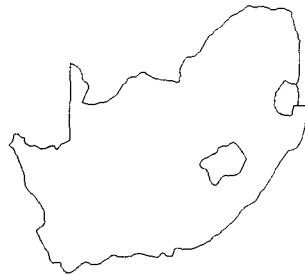
51.	A	B	C	D	E	71.	A	B	C	D	E
52.	A	B	C	D	E	72.	A	B	C	D	E
53.	A	B	C	D	E	73.	A	B	C	D	E
54.	A	B	C	D	E	74.	A	B	C	D	E
55.	A	B	C	D	E	75.	A	B	C	D	E
56.	A	B	C	D	E	76.	A	B	C	D	E
57.	A	B	C	D	E	77.	A	B	C	D	E
58.	A	B	C	D	E	78.	A	B	C	D	E
59.	A	B	C	D	E	79.	A	B	C	D	E
60.	A	B	C	D	E	80.	A	B	C	D	E
61.	A	B	C	D	E	81.	A	B	C	D	E
62.	A	B	C	D	E	82.	A	B	C	D	E
63.	A	B	C	D	E	83.	A	B	C	D	E
64.	A	B	C	D	E	84.	A	B	C	D	E
65.	A	B	C	D	E	85.	A	B	C	D	E
66.	A	B	C	D	E	86.	A	B	C	D	E
67.	A	B	C	D	E	87.	A	B	C	D	E
68.	A	B	C	D	E	88.	A	B	C	D	E
69.	A	B	C	D	E	89.	A	B	C	D	E
70.	A	B	C	D	E	90.	A	B	C	D	E

THANK-YOU FOR YOUR ASSISTANCE!

**APPENDIX C:**

**MULTIFACTOR LEADERSHIP QUESTIONNAIRE(FORM 5X)  
RATER VERSION**

**BERNARD M. BASS and BRUCE J. AVOLIO  
CENTER FOR LEADERSHIP STUDIES/SCHOOL OF MANAGEMENT  
BINGHAMPTON UNIVERSITY**



**LEADERSHIP STUDY CONDUCTED BY ADRIAN M. RISTOW ON  
SPORTS ADMINISTRATION IN SOUTH AFRICA**

This is a questionnaire to provide a description about leadership. After placing your identity number in the space provided, please describe the person that you are rating by answering the questions on the provided answer form which can be found at the back (page 5) with a dark pencil. Your identity as a specific rater will not be disclosed. When an item is irrelevant or does not apply, or where you are uncertain or do not know, leave the answer blank. Make no more than one mark for each question.

**DIRECTIONS:**

LISTED BELOW ARE DESCRIPTIVE STATEMENTS ABOUT THE PERSON THAT YOU ARE RATING. FOR EACH STATEMENT WE WOULD LIKE YOU TO JUDGE HOW FREQUENTLY THAT PERSON HAS DISPLAYED THE BEHAVIOUR DESCRIBED

USE THE FOLLOWING 5 POSSIBLE RESPONSES:-

A	B	C	D	E
Frequently, if not always	Fairly often	Sometimes	Once in a while	Not at all

1. Makes personal sacrifices for the benefit of others.
  2. Avoids getting involved when important issues arise.
  3. Talks to us about his/her most important values and beliefs.
  4. It requires a failure to meet an objective for him/her to take action.
  5. Sets high standards.
- 
6. Focuses attention on irregularities, mistakes, exceptions, and deviations from standards.
  7. Emphasizes the value of questioning assumptions.
  8. Gives me what I want in exchange for support.
  9. Treats me as an individual rather than just a member of a group.
  10. Takes no action even when problems are chronic.
- 
11. Remains calm during crisis situations.
  12. Work has to fall below minimum standards for him/her try to make improvements.
  13. Emphasizes the importance of being committed to our beliefs.
  14. Closely monitors my performance errors.
  15. Envisions exciting new possibilities.
- 
16. Makes it clear what I can expect to receive, if my performance meets designated standards.
  17. Re-examines critical assumptions to question whether they are appropriate.
  18. Is absent when needed.
  19. Listens attentively my concerns.
  20. Fails to intervene until problems become serious.
- 
21. Instills pride in being associated with him/her.
  22. Spends his/her time looking to "put out fires".
  23. Specifies the importance of having a sense of purpose.
  24. Works out agreements with me what I will receive if I do what needs to be done.
  25. Talks optimistically about the future.
- 
26. Fails to follow up on requests for assistance.
  27. Encourages me to rethink ideas which have never been questioned before.
  28. Tells me what I've done wrong rather than what I have done right.
  29. Provides useful advice for my development.
  30. Keeps track of my mistakes.
- 
31. Goes beyond his/her own self-interest for the good of our group.
  32. Negotiates with me about what I can expect to receive for I accomplish.
  33. Considers the moral and ethical consequences of his/her decisions.
  34. Resists expressing his/her views on important issues.
  35. Expresses his/her confidence that we will achieve our goals.
- 
36. Things have to go wrong for him/her to take action.
  37. Questions the traditional ways of doing things.
  38. Enforces rules to avoid mistakes.
  39. Focuses me on developing my strengths.
  40. Provides assistance to me in exchange for my effort.
-

41. Provides reassurance that I will overcome obstacles.
  42. Avoids making decisions.
  43. Displays conviction in his/her ideals, beliefs and values.
  44. Shows that he/she is a firm believer in "If it ain't broke, don't fix it".
  45. Provides continuous encouragement.
- 
46. Directs his/her attention toward failure to meet standards.
  47. Seeks differing perspectives when solving problems.
  48. Tells me what to do to be rewarded for my efforts.
  49. Spends time teaching and coaching me.
  50. Delays responding to urgent questions.
- 
51. Displays extraordinary talent and competence in whatever he/she undertakes.
  52. Problems must become chronic before he/she will take action.
  53. Takes a stand on difficult issues.
  54. Searches for mistakes before commenting on my performance.
  55. Focuses my attention on "what it takes" to be successful.
- 
56. Makes sure that we receive appropriate rewards for achieving performance targets.
  57. Suggests new ways of looking at how we do our jobs.
  58. Diverts his/her attention away from addressing work-related problems.
  59. Treats each of us as individuals with different needs, abilities, and aspirations.
  60. Motivates me to do more than I thought I could do.
- 
61. His/her actions build my respect for him/her.
  62. I earn credit with him/her for doing my job well.
  63. Clarifies the central purpose underlying our actions.
  64. Talks enthusiastically about what needs to be accomplished.
  65. Encourages me to express my ideas and opinions.
- 
66. Teaches me how to identify the needs and capabilities of others.
  67. Displays a sense of power and confidence.
  68. Talks enthusiastically about how trusting each other can help us overcome our difficulties.
  69. Arouses awareness on what is essential to consider.
  70. He/she heightens my motivation to succeed.
- 
71. Emphasizes the importance of having a collective sense of mission.
  72. Articulates a compelling vision for the future.
  73. Gets me to look at problems from many different angles.
  74. Promotes self-development.
  75. Behaves in ways that are consistent with his/her expressed values.
- 
76. Shows determination to accomplish what he/she sets out to do.
  77. Encourages non-traditional thinking to deal with traditional problems.
  78. Gives personal attention to members who seem neglected.
  79. He/she gets me to do more than they I expected I could do.
  80. Expresses his/her satisfaction when I do a good job.
  81. Encourages addressing problems by using reasoning and evidence, rather than unsupported opinion.
-

Use this key for the 5 possible responses to items 82-85

A	B	C	D	E
Not effective	Only slightly effective	Effective	Very effective	Extremely effective

82. The overall effectiveness of your group made up of the person that you are rating, yourself, and your colleagues can be classified as \_\_\_\_\_.
83. How effective is the person in representing his or her group to higher authority?
84. How effective is the person in meeting the job-related needs of those with whom he/she works?
85. How effective is the person in meeting the requirements of the organisation?
- 
86. In all, how satisfied are you with leadership abilities of the person you are rating?
- A. Very dissatisfied
  - B. Somewhat dissatisfied
  - C. Neither satisfied nor dissatisfied
  - D. Fairly satisfied
  - E. Very satisfied
87. In all, how satisfied are you with the methods of leadership used by the person that you are rating to get your groups job done?  
(Use the same grid as for 86)
88. My position is \_\_\_\_\_. (leave blank if not applicable)
- A. First level (lowest level of supervision or equivalent)
  - B. Second level (Supervises first level)
  - C. Third level
  - D. Fourth level
  - E. Fifth level or higher
89. Of the alternatives given for 88, which is the highest level existing in your organisation? (leave blank if not applicable)
90. My primary educational background is (mark as many as apply).
- A. Science, engineering or technical
  - B. Social Science or humanities
  - C. Business
  - D. Professional (law, health field, social services)
  - E. Other educational background

THANK-YOU FOR YOUR ASSISTANCE!

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*\*1991 Bernard M. Bass & Bruce J. Avolio*

## ANSWER SHEET FOR MULTIFACTOR LEADERSHIP QUESTIONNAIRE

Identity number: \_\_\_\_\_

Name of person being rated: \_\_\_\_\_

Please place a cross (x) in the appropriate box

Use the following grid for questions 1 -81.

	A	B			C	D			E					
	Frequently, if not always	Fairly often	Sometimes			Once in a while	Not at all			OFFICIAL USE				
1.	A	B	C	D	E	26.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	1-26
2.	A	B	C	D	E	27.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	2-27
3.	A	B	C	D	E	28.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	3-28
4.	A	B	C	D	E	29.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	4-29
5.	A	B	C	D	E	30.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	5-30
6.	A	B	C	D	E	31.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	6-31
7.	A	B	C	D	E	32.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	7-32
8.	A	B	C	D	E	33.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	8-33
9.	A	B	C	D	E	34.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	9-34
10.	A	B	C	D	E	35.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	10-35
11.	A	B	C	D	E	36.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	11-36
12.	A	B	C	D	E	37.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	12-37
13.	A	B	C	D	E	38.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	13-38
14.	A	B	C	D	E	39.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	14-39
15.	A	B	C	D	E	40.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	15-40
16.	A	B	C	D	E	41.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	16-41
17.	A	B	C	D	E	42.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	17-42
18.	A	B	C	D	E	43.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	18-43
19.	A	B	C	D	E	44.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	19-44
20.	A	B	C	D	E	45.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	20-45
21.	A	B	C	D	E	46.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	21-46
22.	A	B	C	D	E	47.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	22-47
23.	A	B	C	D	E	48.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	23-48
24.	A	B	C	D	E	49.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	24-49
25.	A	B	C	D	E	50.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	25-50

\* Please see question paper for grids for 82-90

FOR  
OFFICIAL  
USE

51.	A	B	C	D	E	71.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	51-71
52.	A	B	C	D	E	72.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	52-72
53.	A	B	C	D	E	73.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	53-73
54.	A	B	C	D	E	74.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	54-74
55.	A	B	C	D	E	75.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	55-75
56.	A	B	C	D	E	76.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	56-76
57.	A	B	C	D	E	77.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	57-77
58.	A	B	C	D	E	78.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	58-78
59.	A	B	C	D	E	79.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	59-79
60.	A	B	C	D	E	80.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	60-80
61.	A	B	C	D	E	81.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	61-81
62.	A	B	C	D	E	82.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	62-82
63.	A	B	C	D	E	83.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	63-83
64.	A	B	C	D	E	84.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	64-84
65.	A	B	C	D	E	85.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	65-85
66.	A	B	C	D	E	86.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	66-86
67.	A	B	C	D	E	87.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	67-87
68.	A	B	C	D	E	88.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	68-88
69.	A	B	C	D	E	89.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	69-89
70.	A	B	C	D	E	90.	A	B	C	D	E	<input type="checkbox"/>	<input type="checkbox"/>	70-90

THANK-YOU FOR YOUR ASSISTANCE

**APPENDIX D:**

**EFFECTIVENESS SURVEY OF CRICKET ADMINISTRATION**

**Your Position in the Union/Board .....**  
**(This is an anonymous survey, confidentiality is assured)**

Please indicate the extent to which you agree (or disagree) with each of the following statements by circling an appropriate number, either 1, 2, 3, 4, 5 or 6 (leave blank where not applicable). These items are designed to elicit your overall perceptions regarding several aspects of the organisation and administration of your union/board/association.

	Strongly..... Strongly					
	Disagree					Agree
1. In your Union/Board, decisions are made where the most adequate and accurate information is available.	1	2	3	4	5	6
2. The administrators make good decisions.	1	2	3	4	5	6
3. The administrators solve problems well.	1	2	3	4	5	6
4. The job responsibilities are well organised in your union/board.	1	2	3	4	5	6
5. Different units of the union/board plan together and coordinate their efforts.	1	2	3	4	5	6
6. The provincial plans are consistent with the national plan.	1	2	3	4	5	6
7. People in your union know what their jobs are.	1	2	3	4	5	6
8. People in your union/board know how to do their jobs well.	1	2	3	4	5	6
9. In your union/board administrative structures facilitate good decision-making.	1	2	3	4	5	6
10. Goals and objectives are clear cut and reasonable in your union/board.	1	2	3	4	5	6
11. Your union/board is successful in fulfilling it's mission and achieving its' overall goals.	1	2	3	4	5	6
12. In terms of union/board goals set, the cricket team consistently achieves its objectives (ie. Is successful)	1	2	3	4	5	6
13. Your union/board is productive.	1	2	3	4	5	6

- |  |   |   |   |   |   |   |
|--|---|---|---|---|---|---|
| 14. Your union/board is successful in securing the necessary administrative staff.       | 1 | 2 | 3 | 4 | 5 | 6 |
| 15. Your union/board is successful in securing the necessary coaches.                    | 1 | 2 | 3 | 4 | 5 | 6 |
| 16. Your union is successful in securing the necessary players.                          | 1 | 2 | 3 | 4 | 5 | 6 |
| 17. Your union is successful in securing sponsorships.                                   | 1 | 2 | 3 | 4 | 5 | 6 |
| 18. Crowd attendance at matches meets union/board expectations.                          | 1 | 2 | 3 | 4 | 5 | 6 |
| 19. Your union successfully hosts international matches.                                 | 1 | 2 | 3 | 4 | 5 | 6 |
| 20. Financial resources are generated through non-cricket activities.                    | 1 | 2 | 3 | 4 | 5 | 6 |
| 21. Sufficient total financial resources are generated.                                  | 1 | 2 | 3 | 4 | 5 | 6 |
| 22. Your Union/Board interacts effectively with the media.                               | 1 | 2 | 3 | 4 | 5 | 6 |
| 23. The union/board's cricket development plans are successful.                          | 1 | 2 | 3 | 4 | 5 | 6 |
| 24. There is complete confidence and trust among the people in your union/board.         | 1 | 2 | 3 | 4 | 5 | 6 |
| 25. The responsibilities of the various administrators match their skills and abilities. | 1 | 2 | 3 | 4 | 5 | 6 |

**Any further comments about the effectiveness of your union/board.**


THANK-YOU VERY MUCH FOR YOUR ASSISTANCE

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