

THE RELATIONSHIP BETWEEN LEADERSHIP AND EMPLOYEE WORK
PERFORMANCE IN A NIGERIAN COURIER COMPANY

BY

KINGSLEY YOBE

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

MASTERS IN BUSINESS ADMINISTRATION

RHODES INVESTEC BUSINESS SCHOOL

Dec 2012

ACKNOWLEDGEMENTS

I would like to use this opportunity to thank the LORD for making this dream come true. I must admit that I would not have succeeded without HIS divine intervention.

I would also like to thank my supervisor, Trevor Amos for his contribution.

May I express my profound gratitude to the following individuals:

- Sylvester Bassey and all the Nigerian Courier Company employees for the completed questionnaires.

- Professor Radloff for the statistical analysis.

- Lesley Stander from TalentLine Consulting (Pty) Ltd. for providing me with the Multifactor Leadership Questionnaire.

Lastly I would like to express my gratitude to my family for their love and support. My loving wife Abigail and daughter Theodora showed me so much love, and encouragement all through the research. Thank you guys for your prayers. I will be forever indebted to you.

Table of Content

Acknowledgements	ii
Table of Content	iii
List of Tables	v
List of Figures	vi
Integrative Summary	vii
Appendices	xiii
Section One: Academic Paper	1
1.0 Abstract	1
1.1 Introduction	2
1.2 Literature Review	5
1.3 Research Method	6
1.4 Results	16
1.5 Discussion	18
1.6 Conclusion	21
1.7 References	22
Section Two: Literature Review	27
2.1 Organisational Performance/Individual Performance	27
2.2 Employee Performance	27
2.3 Performance Management	28
2.4 Performance Factors	28
2.5 Performance management at the Courier Company	30
2.6 Concept of Leadership	30
Section Three: Methodology	48
3.0 Research goal and Hypothesis	48
3.1 Hypotheses	48
3.2 Hypothesis One	48
3.3 Hypothesis Two	48

3.4 Hypothesis Three	48
3.5 Quantitative Research	48
3.6 Research Design	49
3.7 Research Population	49
3.8 Instruments of Measurement	49
3.9 Multifactor Leadership Questionnaire	50

Appendix A: Descriptive Statistics

1.1 Descriptive Statistics	xiii
1.2 Descriptive Statistics of Employee Appraisal Scores	xiv
1.3 Correlation for the MLQ	xviii
1.4 Cronbach Alpha Coefficient for individual MLQ scores per item	xxv

Appendix B: Covering Letter **xxvii**

Instrument Covering Letter	xxvii
----------------------------	-------

Appendix C: Covering letter **xxiii**

E-Mail Covering Letter	xxiii
------------------------	-------

Appendix D: MLQ

Multifactor Leadership Questionnaire (Leaders and Raters)

List of Tables

Table. 1.0: Descriptive statistics of the employee performance scoring key	11
Table. 1.1: Descriptive Statistics (original employee performance scores)	11
Table. 1.3: Acceptable Cronbach coefficient alpha for the MLQ instrument	12
Table. 1.4: Cronbach scores for the MLQ factors	12
Table. 1.5: Correlations between leadership styles and employee performance	13
Table 1.10: Regression summary showing a significant regression model	17
Table 2.0: Leadership and management compared	39

List of Figures

Figure 1.0: Research respondents rates	10
Figure 1.2: Performance rating	12
Figure 1.6: Scatterplot of employee performance scores transformational leadership	14
Figure 1.7: Scatterplot of employee performance scores transactional leadership	15
Figure 1.8: Scatterplot of employee performance scores non-transactional leadership	15
Figure 2.1: Performance determinant of an individual	29
Figure 2.2: Basic leadership approaches	31
Figure 2.3: Transactional leadership process	34
Figure 2.4: Transformational leadership process	36
Figure 2.5: The full range leadership development model	38
Figure 3.1: Research design	48

Integrative Summary

A number of authors have portrayed leadership as a vital factor in the success or failure of an organization. Hence Bass (1994; 1997) believes that excellent organizations begin with excellent leadership and organisations reflect their leadership (Maritz, 1995). Therefore, successful organisations reflect their leadership (Maritz, 1995).

In an attempt to investigate the aim of this research, various performance and leadership concepts and theories were investigated: the trait concept, behavioural approaches and situational/contingency approaches. Every one of these theories gave a different explanation to leadership. Furthermore, transactional, and transformational leadership were also discussed. The difference between these two models according to Bass and Avolio (1994) is that the work performance of the followers of transformational leadership is usually beyond expectations, while transactional leadership, at best, leads to expected performance.

In terms of performance, it is argued that employee work performance can lead to a successful organisational performance. This is because several organisations attribute their business success to the work performance of their employees. According to Collis and Montgomery (1995) employee work performance has a major positive influence on organisational performance. Nevertheless, the accomplishment of an organisation is dependent on the leader's ability to enhance human resources; hence "effective organisations require effective leadership" (Maritz, 1995). Transformational leadership was identified as the effective leadership style that can motivate workers to improve on their performance by instilling trust and confidence in them. Transformational leadership is superior to both transactional and non-transactional leadership because it makes workers loyal to the mission and vision of their organizations. Bass (1990) states "that the leadership research over the years has proved that loyalty is more powerful than tangible inducements." Furthermore, non-

transactional leaders avoid decision making, allowing their subordinates to take charge of the work process (Bass 1990).

This research focuses on the relationship between leadership and employee work performance in a Nigerian Courier Company. In addressing this aim, a Nigerian Courier company was selected as the research context because of its success in the Nigerian turbulent business environment that is plagued by the country's economic, social, and political troubles (McKern, Meza, Osayande and Denend, 2010).

The research hypothesis of this research was generated to investigate leadership and employee performance. Leadership and performance were also identified as the research independent and dependent variables. Thus the research hypotheses were as follows:

Hypothesis 1

- Null Hypothesis: There is no significant positive linear relationship between employee performance and transformational leadership
- Alternative Hypothesis: There is significant positive linear relationship between employee performance and transformational leadership

Hypothesis 2

- Null Hypothesis: There is no significant positive linear relationship between employee performance and transactional leadership
- Alternative Hypothesis: There is significant positive linear relationship between employee performance and transactional leadership

Hypothesis 3

- Null Hypothesis: There is no significant positive linear relationship between employee performance and non-transactional leadership

- Alternative Hypothesis: There is significant positive linear relationship between employee performance and non-transactional leadership.

The general methodology included the use of a valid and reliable instrument known as the Multifactor Leadership Questionnaire (MLQ) and the company's performance appraisal process. These instruments were used to collect information about employee work performance. The validity and reliability of the MLQ is not in doubt because it was formulated from the full range leadership development theory of Bass and Avolio (1997) and has been used extensively worldwide (Bass and Avolio, 1997). The research data was analysed using Statistica (StatSoft, 2011). Once the data was imported the necessary leadership factors were calculated as per the MLQ scoring key. From the eight factors a further three factors were generated namely transformational, transactional and non-transactional leadership. The data was checked and described using frequency tables and descriptive statistics, followed by correlation matrices coupled with their corresponding scatter plots. The research data was tested for consistency and reliability. Sekaran (2000) states that in order to determine the reliability of a measure one needs to test for both consistency and stability. For this research, linear correlation and regression analysis was used.

The outcome of the first investigated hypothesis confirmed that there is a strong significant, positive linear relationship between employee performance and transformational leadership ($p < 0.0001$). However, the findings on the null hypothesis, states that transformational leadership has no significant positive linear relationship with employee performance. The null hypothesis is REJECTED, because the model is significant at $p < 0.0001$. Thus, the alternative hypothesis is ACCEPTED because it concludes that there is sufficient evidence, at the 5% level of significance, that there is significant positive linear relationship between employee performance and transformational leadership.

The second hypotheses found that with 5% level of significance there is no significant positive linear relationship between transactional leadership and employee performance ($p = 0.317$). It must be noted that since the correlation is not significant the null hypothesis which states that there is no significant positive linear relationship between employee performance and transactional leadership was NOT REJECTED.

The outcome of the third hypotheses support the null hypothesis, because the negative linear relationship between employee performance and non-transactional leadership is not significant ($p = 0.6718$). This informed the conclusion that at the 5% level of significance, there is no positive linear relationship between non-transactional leadership and employee performance.

The findings of this research favour the conclusion drawn by Brand, Heyl and Maritz (2000) that suggested a more significant relationship between transformational leadership and employee performance, than any other leadership style. Evidence put together in the retail and manufacturing sector of South Africa, and the armed forces of the United States of America, Germany and Canada, point in the direction of the strong, positive effects of transformational leaders (Brand, et al., 2000). Again the effectiveness of transformational leadership can be reinforced by the research directed by Ristow, Amos and Staude (1999), which resolved that the effectiveness of transformational leadership was greater in a South African cricketing environment. Hayward, Davidson, Pascoe, Tasker, Amos and Pearse (2003) conducted research in a pharmaceutical organisation and found a positive linear relationship between transformational leadership and employee work performance. These research outcomes clarify the investigation by Pruijn and Boucher (1994) which established “that transformational leadership is an extension of transactional leadership” (Bass, 1997). The difference between these two models according to Bass and Avolio (1994) is that the work performance of supporters of transformational leadership is usually beyond expectation, while the behaviour of the supporters of transactional leadership, at best, leads to anticipated work performance.

This research will be used to improve the relationship between the leaders and employees of the courier company under investigation. It will be useful for the placement of individuals to leadership positions in the company. It will also impact on how future leadership training will be conducted by the company, and of course add to the body of knowledge. This is supported by research conducted in the service sector which states that “transformational leadership affects performance over and above transactional leadership” (Geyery and Steyrer, 1998).

REFERENCES

BASS, B. M. 1990. "From Transactional to Transformational Leadership: Learning to Share the Vision", *Organisational Dynamics*, 18:19-31.

BASS, B.M. and AVOLIO, B.J. 1994. *Improving Organisational Effectiveness: Through Transformational Leadership*. California: Sage.

BASS, B.M. 1997. *Concepts of Leadership*. In Vecchio R.P. (Ed). *Leadership: Understanding the Dynamics of Power and Influence in Organisations*. Notre Dame: University of Notre Dame Press.

BASS, B.M. and AVOLIO, B.J. 1997. *Full Range of Leadership Development: Manual for the Multi-Factor Leadership Questionnaire*. California: Mind Garden.

BRAND, C., HEYL, G. and MARITZ, D. 2000. *Leadership*. In Hayward, B. 2005. *Relationship Between Employee Performance, Leadership and Emotional Intelligence in a South African Parastatal Organisation*, Thesis Submitted for the Award of MBA, Rhodes University, Grahamstown.

COLLIS, D.J. and MONTGOMERY, C.A. 1995. "Competing on Resources", *Harvard Business Review*, 73 (4): 118 - 128.

GEYERY, A.L and STEYRER, J.M.(1998). *Transformational Leadership and Objective Performance in Banks*. *Journal of Applied psychology*, 47: 397 - 420.

HAYWARD, B.A., DAVIDSON, A.J., PASCOE, J.B., TASKER, M.L., AMOS, T.L and PEARSE, N.J. 2003. *The Relationship Between Leadership and Employee Performance in a South African Pharmaceutical Company*. Paper Presented at the Society for Industrial and

Organisational Psychology 6th Annual Conference, 25 - 27 June 2003, Sandton, Johannesburg.

MARITZ, D. 1995. Leadership and Mobilising Potential. *Human Resource Management*, 10(1): 8 -16.

MCKERN, B., MEZA, P., OSAYANDE, E. and DENEND, L. 2010. *The Business Environment of Nigeria*: Stanford Graduate School of Business: Lyn Publication, 26 pages. Available: http://www.primisonline.com/cgi-bin/Pol_program. [accessed 9/11/2011].

PRUIJN, G.H.J. and BOUCHER, R.L. 1994. The Relationship of Transactional and Transformational Leadership to the Organisational Effectiveness of the Dutch National Sports Organisations, *European Journal of Sports Management*, 1:72 – 87.

RISTOW, A. AMOS, T. and STAUDE, G. 1999. Transformational Leadership and Organisational Effectiveness in the Administration of Cricket in South Africa. *South African Journal of Business Management*, 30 (1): 1 – 5.

SEKARAN, U. 2000. *Research Methods for Business: a skills building approach* (2nd Edition). New York: John Wiley & Sons.

STATSOFT, INC. 2011. STATISTICA (Software System). [On-line]. Available: <http://www.statsoft.com>. [assessed 09/11/2011].

APPENDICES : APPENDIX A

1.1 Descriptive Statistics

Firstly the MLQ questionnaire was used to determine the distinctive factors which are as below:

Leadership factors	Raw factors	Q#	Q#	Q#	Q#
Transformational	Idealized Attributes	10	18	21	25
Transformational	Idealized Behaviour	6	14	23	34
Transformational	Inspirational Motivation	9	13	26	36
Transformational	Intellectual Stimulation	2	8	30	32
Transformational	Individualized Consideration	15	19	29	31
Transactional	Contingent Reward	1	11	16	35
Transactional	Management-by-exception (active)	4	22	24	27
Transactional	Management-by-exception (passive)	3	12	17	20
Non Transactional	Laissez-Faire	5	7	28	33
Outcome 1	Extra effort	39	42	44	45
Outcome 2	Effectiveness	37	40	43	
Outcome 3	Satisfaction	38	41		

The descriptive statistics, i.e the sample size, means and standard error of the MLQ factors are presented below.

Statistics					
Variable	N	Mean	Std Error of Mean	95% CL for Mean	
IA	120	3.258333	0.190840	2.86802110	3.64864557
IB	120	3.358333	0.142173	3.06755718	3.64910948
IM	120	3.525000	0.137376	3.24403482	3.80596518
IS	120	3.275000	0.182318	2.90211732	3.64788268

Statistics					
Variable	N	Mean	Std Error of Mean	95% CL for Mean	
IC	120	2.925000	0.153105	2.61186544	3.23813456
CR	120	3.116667	0.191310	2.72539325	3.50794009
MEA	120	2.033333	0.179692	1.66582160	2.40084506
MEP	120	0.816667	0.158990	0.49149588	1.14183746
LF	120	0.600000	0.133501	0.32696010	0.87303990
EE	120	3.408333	0.158333	3.08450531	3.73216136
EFF	120	3.327778	0.186807	2.94571506	3.70984050
S	120	3.383333	0.219303	2.93480804	3.83185863
TF	120	3.268333	0.143328	2.97519400	3.56147266
TA	120	1.988889	0.087513	1.80990409	2.16787369
NTA	120	0.600000	0.133501	0.32696010	0.87303990

(IA) idealized attributes, (IB) idealized behaviours, (IM) inspirational motivation, (IS) intellectual stimulation and (IC) individualized consideration scores were combined (summed up) to generate the transformational leadership scores, while contingent reward, management-by-exception active and management-by-exception passive scores were combined (summed up) to generate the transactional leadership scores.

Descriptive statistics for the employee performance scores of all the respondents are given below. The descriptive statistics of the employee performance appraisal scores was gathered using the company's own performance appraisal process.

1.2 Descriptive Statistics of Employee Performance Appraisal Scores

Statistics					
Variable	N	Mean	Std Error of Mean	95% CL for Mean	
Performance	120	4.181481	0.162330	3.84947849	4.51348447

1.2.1 Chi-Square Tests:

These output values include, the frequency percentages of the response variables, the Chi-Square statistic, and the probability of the Chi-Square test. All the tests were carried out at 5% significance level.

	0	1	2	3	4	Pr > ChiSq
Question 1	3.33	6.67	13.33	13.33	63.33	<.0001
Question 2	6.67	3.33	10	10	70	<.0001
Question 3	60	6.67	20	3.33	10	<.0001
Question 4	20	6.67	20	20	33.33	0.2548
Question 5	51.72	31.03	3.45	6.9	6.9	<.0001
Question 6	0	6.67	20	30	43.33	0.0341
Question 7	71.43	14.29	10.71	3.57	0	<.0001
Question 8	6.67	3.33	10	10	70	<.0001
Question 9	3.33	3.33	3.33	20	70	<.0001
Question 10	20	0	6.67	13.33	60	0.0001
Question 11	20	10	13.33	3.33	53.33	0.0001
Question 12	63.33	6.67	10	3.33	16.67	<.0001
Question 13	0	10	3.33	23.33	63.33	<.0001
Question 14	3.33	3.33	3.33	30	60	<.0001
Question 15	6.67	13.33	6.67	6.67	66.67	<.0001
Question 16	13.33		6.67	6.67	73.33	<.0001
Question 17	58.62	20.69	10.34	3.45	6.9	<.0001
Question 18	3.33	16.67	6.67	0	73.33	<.0001
Question 19	13.33	26.67	10	10	40	0.0352

	0	1	2	3	4	Pr > ChiSq
Question 20	80	6.67	3.33	3.33	6.67	<.0001
Question 21	6.67	6.67	6.67	3.33	76.67	<.0001
Question 22	23.33	23.33	0	20	33.33	0.7530
Question 23	6.67	6.67	3.33	6.67	76.67	<.0001
Question 24	46.67	23.33	16.67	3.33	10	0.0022
Question 25	0	0	13.33	23.33	63.33	0.0018
Question 26	3.33	10	3.33	6.67	76.67	<.0001
Question 27	27.59	0	0	10.34	62.07	0.0024
Question 28	72.41	13.79	6.9	3.45	3.45	<.0001
Question 29	13.33	6.67	20	20	40	0.0533
Question 30	10	6.67	20	16.67	46.67	0.0047
Question 31	3.33	6.67	3.33	6.67	80	<.0001
Question 32	0	3.33	10	10	76.67	<.0001
Question 33	76.67	6.67	6.67	10	0	<.0001
Question 34	3.33	3.33	6.67	10	76.67	<.0001
Question 35	6.67	6.67	6.67	6.67	73.33	<.0001
Question 36	3.33	0	3.33	3.33	90	<.0001
Question 37	3.33	6.67	13.33	16.67	60	<.0001
Question 38	6.67	6.67	3.33	6.67	76.67	<.0001

	0	1	2	3	4	Pr > ChiSq
Question 39	0	6.67	13.33	30	50	0.0037
Question 40	13.79	6.9	3.45	6.9	68.97	<.0001
Question 41	10	0	3.33	16.67	70	<.0001
Question 42	10	3.33	3.33	6.67	76.67	<.0001
Question 43	3.33	0	6.67	10	80	<.0001
Question 44	0	10	10	6.67	73.33	<.0001
Question 45	3.33	3.33	3.33	10	80	<.0001

1.3. Correlations for the MLQ by testing the null hypothesis

$$(\beta_1 = \beta_2 = \beta_3 = 0)$$

Pearson Correlation Coefficients, N = 30										
Prob > r under H ₀ : $\beta_1 = \beta_2 = 0$										
	IA	IB	IM	IS	IC	CR	MEA	MEP	LF	EE
IA	1.00000	0.73227 <.0001	0.67107 <.0001	0.80090 <.0001	0.71621 <.0001	0.79205 <.0001	- 0.22653 0.2287	- 0.30133 0.1056	- 0.79253 <.0001	0.88767 <.0001
IB	0.73227 <.0001	1.00000	0.86327 <.0001	0.77242 <.0001	0.59703 0.0005	0.71296 <.0001	- 0.00487 0.9796	0.12246 0.5191	- 0.64798 0.0001	0.63114 0.0002
IM	0.67107 <.0001	0.86327 <.0001	1.00000	0.70473 <.0001	0.66228 <.0001	0.72601 <.0001	0.10651 0.5753	0.01053 0.9560	- 0.62230 0.0002	0.66088 <.0001
IS	0.80090 <.0001	0.77242 <.0001	0.70473 <.0001	1.00000	0.82330 <.0001	0.86217 <.0001	- 0.00307 0.9872	- 0.36382 0.0481	- 0.81226 <.0001	0.76425 <.0001
IC	0.71621 <.0001	0.59703 0.0005	0.66228 <.0001	0.82330 <.0001	1.00000	0.79515 <.0001	- 0.12482 0.5111	- 0.60382 0.0004	- 0.73012 <.0001	0.76665 <.0001
CR	0.79205 <.0001	0.71296 <.0001	0.72601 <.0001	0.86217 <.0001	0.79515 <.0001	1.00000	- 0.25258 0.1781	- 0.31586 0.0891	- 0.76771 <.0001	0.70944 <.0001
MEA	- 0.22653 0.2287	- 0.00487 0.9796	0.10651 0.5753	- 0.00307 0.9872	- 0.12482 0.5111	- 0.25258 0.1781	1.00000	0.19848 0.2931	0.06009 0.7524	- 0.06447 0.7350
MEP	- 0.30133 0.1056	0.12246 0.5191	0.01053 0.9560	- 0.36382 0.0481	- 0.60382 0.0004	- 0.31586 0.0891	- 0.19848 0.2931	1.00000	0.38968 0.0333	- 0.45679 0.0112
LF	- 0.79253 <.0001	- 0.64798 0.0001	- 0.62230 0.0002	- 0.81226 <.0001	- 0.73012 <.0001	- 0.76771 <.0001	- 0.06009 0.7524	0.38968 0.0333	1.00000	- 0.82564 <.0001
EE	0.88767 <.0001	0.63114 0.0002	0.66088 <.0001	0.76425 <.0001	0.76665 <.0001	0.70944 <.0001	- 0.06447 0.7350	- 0.45679 0.0112	- 0.82564 <.0001	1.00000
EFF	0.79131 <.0001	0.68963 <.0001	0.71682 <.0001	0.76089 <.0001	0.70949 <.0001	0.74840 <.0001	- 0.11110 0.5589	- 0.36400 0.0480	- 0.80580 <.0001	0.88836 <.0001

Pearson Correlation Coefficients, N = 30										
Prob > r under H ₀ : $\beta_1 = \beta_2 = 0$										
	IA	IB	IM	IS	IC	CR	MEA	MEP	LF	EE
S	0.85906 <.0001	0.67756 <.0001	0.58040 0.0008	0.81824 <.0001	0.74414 <.0001	0.73035 <.0001	- 0.16431 0.3856	- 0.44147 0.0146	- 0.70603 <.0001	0.90798 <.0001
TF	0.89698 <.0001	0.88293 <.0001	0.86244 <.0001	0.93191 <.0001	0.85922 <.0001	0.88075 <.0001	- 0.06832 0.7198	- 0.27549 0.1406	- 0.82152 <.0001	0.84650 <.0001
TA	0.23964 0.2021	0.59035 0.0006	0.60831 0.0004	0.40583 0.0261	0.12832 0.4992	0.36454 0.0476	0.62058 0.0003	0.51127 0.0039	- 0.28231 0.1307	0.19621 0.2987
NTA	- 0.79253 <.0001	- 0.64798 0.0001	- 0.62230 0.0002	- 0.81226 <.0001	- 0.73012 <.0001	- 0.76771 <.0001	- 0.06009 0.7524	0.38968 0.0333	1.00000 <.0001	- 0.82564 <.0001

Pearson Correlation Coefficients, N = 30										
Prob > r under H0: $\beta_1 = \beta_2 = 0$										
	IA	IB	IM	IS	IC	CR	MEA	MEP	LF	EE
IA	1.00000 <.0001	0.73227 <.0001	0.67107 <.0001	0.80090 <.0001	0.71621 <.0001	0.79205 <.0001	- 0.22653 0.2287	- 0.30133 0.1056	- 0.79253 <.0001	0.88767 <.0001
IB	0.73227 <.0001	1.00000	0.86327 <.0001	0.77242 <.0001	0.59703 0.0005	0.71296 <.0001	- 0.00487 0.9796	0.12246 0.5191	- 0.64798 0.0001	0.63114 0.0002
IM	0.67107 <.0001	0.86327 <.0001	1.00000	0.70473 <.0001	0.66228 <.0001	0.72601 <.0001	0.10651 0.5753	0.01053 0.9560	- 0.62230 0.0002	0.66088 <.0001
IS	0.80090 <.0001	0.77242 <.0001	0.70473 <.0001	1.00000	0.82330 <.0001	0.86217 <.0001	- 0.00307 0.9872	- 0.36382 0.0481	- 0.81226 <.0001	0.76425 <.0001
IC	0.71621 <.0001	0.59703 0.0005	0.66228 <.0001	0.82330 <.0001	1.00000	0.79515 <.0001	- 0.12482 0.5111	- 0.60382 0.0004	- 0.73012 <.0001	0.76665 <.0001
CR	0.79205 <.0001	0.71296 <.0001	0.72601 <.0001	0.86217 <.0001	0.79515 <.0001	1.00000	- 0.25258 0.1781	- 0.31586 0.0891	- 0.76771 <.0001	0.70944 <.0001
MEA	- 0.22653 0.2287	- 0.00487 0.9796	0.10651 0.5753	- 0.00307 0.9872	- 0.12482 0.5111	- 0.25258 0.1781	1.00000	0.19848 0.2931	0.06009 0.7524	- 0.06447 0.7350
MEP	- 0.30133 0.1056	0.12246 0.5191	0.01053 0.9560	- 0.36382 0.0481	- 0.60382 0.0004	- 0.31586 0.0891	0.19848 0.2931	1.00000	0.38968 0.0333	- 0.45679 0.0112
LF	- 0.79253 <.0001	- 0.64798 0.0001	- 0.62230 0.0002	- 0.81226 <.0001	- 0.73012 <.0001	- 0.76771 <.0001	0.06009 0.7524	0.38968 0.0333	1.00000	- 0.82564 <.0001
EE	0.88767 <.0001	0.63114 0.0002	0.66088 <.0001	0.76425 <.0001	0.76665 <.0001	0.70944 <.0001	- 0.06447 0.7350	- 0.45679 0.0112	- 0.82564 <.0001	1.00000
EFF	0.79131 <.0001	0.68963 <.0001	0.71682 <.0001	0.76089 <.0001	0.70949 <.0001	0.74840 <.0001	- 0.11110 0.5589	- 0.36400 0.0480	- 0.80580 <.0001	0.88836 <.0001

Pearson Correlation Coefficients, N = 30 Prob > r under H0: $\beta_1 = \beta_2 = 0$										
	IA	IB	IM	IS	IC	CR	MEA	MEP	LF	EE
S	0.85906 <.0001	0.67756 <.0001	0.58040 0.0008	0.81824 <.0001	0.74414 <.0001	0.73035 <.0001	- 0.16431 0.3856	- 0.44147 0.0146	- 0.70603 <.0001	0.90798 <.0001
TF	0.89698 <.0001	0.88293 <.0001	0.86244 <.0001	0.93191 <.0001	0.85922 <.0001	0.88075 <.0001	- 0.06832 0.7198	- 0.27549 0.1406	- 0.82152 <.0001	0.84650 <.0001
TA	0.23964 0.2021	0.59035 0.0006	0.60831 0.0004	0.40583 0.0261	0.12832 0.4992	0.36454 0.0476	0.62058 0.0003	0.51127 0.0039	- 0.28231 0.1307	0.19621 0.2987
NTA	- 0.79253 <.0001	- 0.64798 0.0001	- 0.62230 0.0002	- 0.81226 <.0001	- 0.73012 <.0001	- 0.76771 <.0001	0.06009 0.7524	0.38968 0.0333	1.00000 <.0001	- 0.82564 <.0001

Pearson Correlation Coefficients, N = 30										
Prob > r under H ₀ : β ₁ = β ₂ = 0										
	IA	IB	IM	IS	IC	CR	MEA	MEP	LF	EE
IA	1.00000 <.0001	0.73227 <.0001	0.67107 <.0001	0.80090 <.0001	0.71621 <.0001	0.79205 <.0001	- 0.22653 0.2287	- 0.30133 0.1056	- 0.79253 <.0001	0.88767 <.0001
IB	0.73227 <.0001	1.00000	0.86327 <.0001	0.77242 <.0001	0.59703 0.0005	0.71296 <.0001	- 0.00487 0.9796	0.12246 0.5191	- 0.64798 0.0001	0.63114 0.0002
IM	0.67107 <.0001	0.86327 <.0001	1.00000	0.70473 <.0001	0.66228 <.0001	0.72601 <.0001	0.10651 0.5753	0.01053 0.9560	- 0.62230 0.0002	0.66088 <.0001
IS	0.80090 <.0001	0.77242 <.0001	0.70473 <.0001	1.00000	0.82330 <.0001	0.86217 <.0001	- 0.00307 0.9872	- 0.36382 0.0481	- 0.81226 <.0001	0.76425 <.0001
IC	0.71621 <.0001	0.59703 0.0005	0.66228 <.0001	0.82330 <.0001	1.00000	0.79515 <.0001	- 0.12482 0.5111	- 0.60382 0.0004	- 0.73012 <.0001	0.76665 <.0001
CR	0.79205 <.0001	0.71296 <.0001	0.72601 <.0001	0.86217 <.0001	0.79515 <.0001	1.00000	- 0.25258 0.1781	- 0.31586 0.0891	- 0.76771 <.0001	0.70944 <.0001
MEA	- 0.22653 0.2287	- 0.00487 0.9796	0.10651 0.5753	- 0.00307 0.9872	- 0.12482 0.5111	- 0.25258 0.1781	1.00000	0.19848 0.2931	0.06009 0.7524	- 0.06447 0.7350
MEP	- 0.30133 0.1056	0.12246 0.5191	0.01053 0.9560	- 0.36382 0.0481	- 0.60382 0.0004	- 0.31586 0.0891	0.19848 0.2931	1.00000	0.38968 0.0333	- 0.45679 0.0112
LF	- 0.79253 <.0001	- 0.64798 0.0001	- 0.62230 0.0002	- 0.81226 <.0001	- 0.73012 <.0001	- 0.76771 <.0001	0.06009 0.7524	0.38968 0.0333	1.00000	- 0.82564 <.0001
EE	0.88767 <.0001	0.63114 0.0002	0.66088 <.0001	0.76425 <.0001	0.76665 <.0001	0.70944 <.0001	- 0.06447 0.7350	- 0.45679 0.0112	- 0.82564 <.0001	1.00000
EFF	0.79131 <.0001	0.68963 <.0001	0.71682 <.0001	0.76089 <.0001	0.70949 <.0001	0.74840 <.0001	- 0.11110 0.5589	- 0.36400 0.0480	- 0.80580 <.0001	0.88836 <.0001

Pearson Correlation Coefficients, N = 30										
Prob > r under H ₀ : $\beta_1 = \beta_2 = 0$										
	IA	IB	IM	IS	IC	CR	MEA	MEP	LF	EE
S	0.85906	0.67756	0.58040	0.81824	0.74414	0.73035	-	-	-	0.90798
	<.0001	<.0001	0.0008	<.0001	<.0001	<.0001	0.16431	0.44147	0.70603	<.0001
TF	0.89698	0.88293	0.86244	0.93191	0.85922	0.88075	-	-	-	0.84650
	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	0.06832	0.27549	0.82152	<.0001
TA	0.23964	0.59035	0.60831	0.40583	0.12832	0.36454	0.62058	0.51127	-	0.19621
	0.2021	0.0006	0.0004	0.0261	0.4992	0.0476	0.0003	0.0039	0.28231	0.2987
NTA	-	-	-	-	-	-	0.06009	0.38968	1.00000	-
	0.79253	0.64798	0.62230	0.81226	0.73012	0.76771	0.7524	0.0333	<.0001	0.82564
	<.0001	0.0001	0.0002	<.0001	<.0001	<.0001				<.0001

Pearson Correlation Coefficients, N = 30					
Prob > r under H ₀ : $\beta_1 = \beta_2 = 0$					
	EFF	S	TF	TA	NTA
IA	0.79131 <.0001	0.85906 <.0001	0.89698 <.0001	0.23964 0.2021	- 0.79253 <.0001
IB	0.68963 <.0001	0.67756 <.0001	0.88293 <.0001	0.59035 0.0006	- 0.64798 0.0001
IM	0.71682 <.0001	0.58040 0.0008	0.86244 <.0001	0.60831 0.0004	- 0.62230 0.0002
IS	0.76089 <.0001	0.81824 <.0001	0.93191 <.0001	0.40583 0.0261	- 0.81226 <.0001
IC	0.70949 <.0001	0.74414 <.0001	0.85922 <.0001	0.12832 0.4992	- 0.73012 <.0001
CR	0.74840 <.0001	0.73035 <.0001	0.88075 <.0001	0.36454 0.0476	- 0.76771 <.0001

Pearson Correlation Coefficients, N = 30					
Prob > r under $H_0: \beta_1 = \beta_2 = 0$					
	EFF	S	TF	TA	NTA
MEA	-	-	-	0.62058	0.06009
	0.11110	0.16431	0.06832	0.0003	0.7524
	0.5589	0.3856	0.7198		
MEP	-	-	-	0.51127	0.38968
	0.36400	0.44147	0.27549	0.0039	0.0333
	0.0480	0.0146	0.1406		
LF	-	-	-	-	1.00000
	0.80580	0.70603	0.82152	0.28231	<.0001
	<.0001	<.0001	<.0001	0.1307	
EE	0.88836	0.90798	0.84650	0.19621	-
	<.0001	<.0001	<.0001	0.2987	0.82564
					<.0001
EFF	1.00000	0.85520	0.83010	0.24888	-
		<.0001	<.0001	0.1848	0.80580
					<.0001
S	0.85520	1.00000	0.84159	0.15239	-
	<.0001		<.0001	0.4214	0.70603
					<.0001
TF	0.83010	0.84159	1.00000	0.42820	-
	<.0001	<.0001		0.0182	0.82152
					<.0001
TA	0.24888	0.15239	0.42820	1.00000	-
	0.1848	0.4214	0.0182		0.28231
					0.1307
NTA	-	-	-	-	1.00000
	0.80580	0.70603	0.82152	0.28231	
	<.0001	<.0001	<.0001	0.1307	

1.4 Cronbach Alpha Coefficients for individual MLQ scores per item

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.898052
Standardized	0.907131

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
a1	0.791679	0.890907	0.795296	0.900469
a2	0.634495	0.892676	0.623778	0.902563
a3	-.276604	0.905351	-.260538	0.912811
a4	-.334769	0.907264	-.327421	0.913550
a5	-.551909	0.907568	-.565998	0.916145
a6	0.401794	0.895919	0.418183	0.905027
a7	-.634593	0.905021	-.615144	0.916672
a8	0.753640	0.891084	0.743798	0.901101
a9	0.633065	0.893473	0.613160	0.902691
a10	0.822121	0.888494	0.816570	0.900206
a11	0.224891	0.899094	0.238803	0.907136
a12	-.001987	0.902429	0.010812	0.909763
a13	0.743204	0.892327	0.733721	0.901224
a14	0.555550	0.894308	0.545983	0.903501
a15	0.556157	0.893426	0.546610	0.903493
a16	0.659796	0.891781	0.651097	0.902232
a17	-.168593	0.902894	-.165686	0.911755
a18	0.657846	0.892021	0.663778	0.902078
a19	-.196847	0.905484	-.181754	0.911935

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
a20	-.295661	0.904172	-.287932	0.913115
a21	0.654308	0.892235	0.671446	0.901984
a22	0.045013	0.902143	0.049068	0.909326
a23	0.803208	0.890247	0.817259	0.900198
a24	-.101481	0.902596	-.114296	0.911179
a25	0.672257	0.894147	0.674498	0.901947
a26	0.667791	0.892392	0.686096	0.901806
a27	0.245632	0.899348	0.254736	0.906950
a28	-.559622	0.905936	-.557676	0.916056
a29	0.772363	0.889978	0.761815	0.900880
a30	0.806070	0.889675	0.806288	0.900333
a31	0.812466	0.891002	0.822246	0.900136
a32	0.884026	0.891870	0.880377	0.899417
a33	-.655892	0.906774	-.667273	0.917228
a34	0.741855	0.892150	0.734649	0.901213
a35	0.898253	0.888801	0.893023	0.899259
a36	0.560580	0.894726	0.546320	0.903497
a37	0.861092	0.890067	0.866335	0.899591
a38	0.827053	0.889915	0.829386	0.900048
a39	0.658188	0.893361	0.664011	0.902075
a40	0.796546	0.889221	0.787839	0.900560
a41	0.770329	0.890718	0.780542	0.900650
a42	0.818402	0.889671	0.823992	0.900115
a43	0.442417	0.895621	0.449523	0.904654
a44	0.760896	0.891781	0.758615	0.900919
a45	0.395449	0.895974	0.382697	0.905447

APPENDIX B

(MLQ) Covering Letter

25/08/11

RHODES UNIVERSITY INVESTEC BUSINESS SCHOOL
MBA RESEARCH

Dear respondent

RESEARCH QUESTIONNAIRE

I write to inform you that you are among the respondents selected for a research survey to be conducted in your courier company in September 2011. A Multifactor Leadership Questionnaires will be administered to collect vital information for this research. This questionnaire is intended to investigate the relationship between leadership and employee work performance in your company. Among other reasons this research will bring about vital changes in your company and also contribute to the body of knowledge in the organisation behaviour and management fields.

The questionnaire has two versions, the leader and the rater versions respectively. Managers should complete the leader version while their subordinates complete the rater version. All other necessary Instructions have been provided on the questionnaire for your perusal.

Thank you, the confidentiality of respondents is guaranteed.

Yours Sincerely

Mr K.YOBE

APPENDIX C

E-MAIL COVERING LETTER

25/08/11

Nigerian Courier Company

Dear respondent,

Multifactor questionnaire

Please find attached a copy of the Multifactor questionnaire mentioned previously. These questionnaires were designed to investigate the relationship between leadership and employee work performance. This is part of an on-going research investigation conducted in a Nigerian courier company. The outcome of the research will impact positively on the courier company under investigation and contribute to the body of knowledge in the organisational behaviour and management fields.

Please be assured that as a respondent your anonymity/confidentiality is guaranteed. Your permission will be sort should the research intend to go public with any information obtained from this investigation.

Thank you for your cooperation.

Yours Sincerely,

Mr K.YOBE

APPENDIX D

MLQ Leadership Questionnaire and Answer Sheet.

Multifactor Leadership Questionnaire

Leader Booklet (MLQM)

by Bernard M. Bass and Bruce J. Avolio

DIRECTIONS: This questionnaire is designed to help you describe your leadership style as you perceive it. Please answer all items on the separate Leader Answer sheet. Be sure the answer sheet has your name on it. Judge how frequently each statement fits you. The word "others" may mean your peers, clients, direct reports, supervisors, and/or all of these individuals. If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank.

Use the following rating scale:

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

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

Copyright © 1995 by Bernard M. Bass and Bruce J. Avolio. All rights reserved.
Distributed by TalentLine Consulting Group, P.O. Box 756, Randburg 2125. Tell: 011 231 7700, Fax: 086 673 9210

Continued =>

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

16. I make clear what one can expect to receive when performance goals are achieved
17. I show that I am a firm believer in "If it ain't broke, don't fix it."
18. I go beyond self-interest for the good of the group
19. I treat others as individuals rather than just as a member of a group
20. I demonstrate that problems must become chronic before I take action
21. I act in ways that build others' respect for me
22. I concentrate my full attention on dealing with mistakes, complaints, and failures
23. I consider the moral and ethical consequences of decisions
24. I keep track of all mistakes
25. I display a sense of power and confidence
26. I articulate a compelling vision of the future
27. I direct my attention toward failures to meet standards
28. I avoid making decisions
29. I consider an individual as having different needs, abilities, and aspirations from others
30. I get others to look at problems from many different angles
31. I help others to develop their strengths
32. I suggest new ways of looking at how to complete assignments
33. I delay responding to urgent questions
34. I emphasize the importance of having a collective sense of mission
35. I express satisfaction when others meet expectations
36. I express confidence that goals will be achieved
37. I am effective in meeting others' job-related needs
38. I use methods of leadership that are satisfying
39. I get others to do more than they expected to do
40. I am effective in representing others to higher authority
41. I work with others in a satisfactory way
42. I heighten others' desire to succeed
43. I am effective in meeting organizational requirements
44. I increase others' willingness to try harder
45. I lead a group that is effective

When you are finished please place your Answer Sheet in an envelope large enough - DO NOT FOLD - and send to the address below.

Distributed by TalentLine Consulting Group, P.O. Box 756, Randburg 2125. Tel: 011 231 7700, Fax: 086 673 9210.



MULTIFACTOR LEADERSHIP QUESTIONNAIRE

Leader Answer Sheet (MLQM)

by Bernard M. Bass and Bruce J. Avolio

Leader Initial & Surname:		LEADER (Self-Rater)
Leader First Name:	Employee No:	
Organisation:		
Business Unit:		
Section:		
Level:		

IMPORTANT: This answer sheet must be completed and returned to the *PERSON* who gave you this form **NO LATER THAN 7 DAYS** from receipt.

DIRECTIONS: First mark the number of rater forms you have distributed in the box provided. Then use this answer sheet to respond to the questions in the MLQ Leader Booklet. Be sure the Leader Booklet has your name on it.

This survey is designed to describe your leadership style as you perceive it. Please answer all the items in the question booklet.

Forty-five descriptive statements are listed in the MLQ Leader Booklet. Judge how frequently each statement fits you. Use the rating scale shown below:

Proper Mark: ○ ○ ● ○

Improper Marks: ✗ ✗ ● ●

0	1	2	3	4
Not at all	Once in a while	Sometimes	Fairly often	Frequently if not always
0 1 2 3 4		0 1 2 3 4		0 1 2 3 4
1. ○ ○ ○ ○ ○		16. ○ ○ ○ ○ ○		31. ○ ○ ○ ○ ○
2. ○ ○ ○ ○ ○		17. ○ ○ ○ ○ ○		32. ○ ○ ○ ○ ○
3. ○ ○ ○ ○ ○		18. ○ ○ ○ ○ ○		33. ○ ○ ○ ○ ○
4. ○ ○ ○ ○ ○		19. ○ ○ ○ ○ ○		34. ○ ○ ○ ○ ○
5. ○ ○ ○ ○ ○		20. ○ ○ ○ ○ ○		35. ○ ○ ○ ○ ○
6. ○ ○ ○ ○ ○		21. ○ ○ ○ ○ ○		36. ○ ○ ○ ○ ○
7. ○ ○ ○ ○ ○		22. ○ ○ ○ ○ ○		37. ○ ○ ○ ○ ○
8. ○ ○ ○ ○ ○		23. ○ ○ ○ ○ ○		38. ○ ○ ○ ○ ○
9. ○ ○ ○ ○ ○		24. ○ ○ ○ ○ ○		39. ○ ○ ○ ○ ○
10. ○ ○ ○ ○ ○		25. ○ ○ ○ ○ ○		40. ○ ○ ○ ○ ○
11. ○ ○ ○ ○ ○		26. ○ ○ ○ ○ ○		41. ○ ○ ○ ○ ○
12. ○ ○ ○ ○ ○		27. ○ ○ ○ ○ ○		42. ○ ○ ○ ○ ○
13. ○ ○ ○ ○ ○		28. ○ ○ ○ ○ ○		43. ○ ○ ○ ○ ○
14. ○ ○ ○ ○ ○		29. ○ ○ ○ ○ ○		44. ○ ○ ○ ○ ○
15. ○ ○ ○ ○ ○		30. ○ ○ ○ ○ ○		45. ○ ○ ○ ○ ○

Please retain a copy of this form and the question booklet. If you have any questions, please contact: The Scoring Department, TalentLine Consulting Group, Tell: 011 231 7700

11382



Multifactor Leadership Questionnaire
Rater Booklet (MLQM)

Rater No.

by Bernard M. Bass and Bruce J. Avolio

DIRECTIONS: This questionnaire is to describe the leadership style of the person named on the answer sheet. Describe the leadership style as you perceive it. Please answer all items on this answer sheet. If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank. Please answer this questionnaire anonymously.

Forty-five descriptive statements are listed on the following pages. Judge how frequently each statement fits the person you are describing.

Use the following rating scale:

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

THE PERSON I AM RATING...

1. Provides me with assistance in exchange for my efforts
2. Re-examines critical assumptions to question whether they are appropriate
3. Fails to interfere until problems become serious
4. Focuses attention on irregularities, mistakes, exceptions, and deviations from standards
5. Avoids getting involved when important issues arise
6. Talks about their most important values and beliefs
7. Is absent when needed
8. Seeks differing perspectives when solving problems
9. Talks optimistically about the future
10. Instills pride in me for being associated with him/her
11. Discusses in specific terms who is responsible for achieving performance targets
12. Waits for things to go wrong before taking action
13. Talks enthusiastically about what needs to be accomplished
14. Specifies the importance of having a strong sense of purpose
15. Spends time teaching and coaching

Copyright © 1995 by Bernard M. Bass and Bruce J. Avolio. All rights reserved.

Continued =>

Distributed by TalentLine Consulting Group., P.O. Box 756, Randburg 2125. Tel: 011 231 7700, Fax: 086 673 9210.

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

THE PERSON I AM RATING...

16. Makes clear what one can expect to receive when performance goals are achieved
17. Shows that he/she is a firm believer in "if it ain't broke, don't fix it."
18. Goes beyond self-interest for the good of the group
19. Treats me as an individual rather than just as a member of a group
20. Demonstrates that problems must become chronic before taking action
21. Acts in ways that builds my respect
22. Concentrates his/her full attention on dealing with mistakes, complaints, and failures
23. Considers the moral and ethical consequences of decisions
24. Keeps track of all mistakes
25. Displays a sense of power and confidence
26. Articulates a compelling vision of the future
27. Directs my attention toward failures to meet standards
28. Avoids making decisions
29. Considers me as having different needs, abilities, and aspirations from others
30. Gets me to look at problems from many different angles
31. Helps me to develop my strengths
32. Suggests new ways of looking at how to complete assignments
33. Delays responding to urgent questions
34. Emphasizes the importance of having a collective sense of mission
35. Expresses satisfaction when I meet expectations
36. Expresses confidence that goals will be achieved
37. Is effective in meeting my job-related needs
38. Uses methods of leadership that are satisfying
39. Gets me to do more than I expected to do
40. Is effective in representing me to higher authority
41. Works with me in a satisfactory way
42. Heightens my desire to succeed
43. Is effective in meeting organizational requirements
44. Increases my willingness to try harder
45. Leads a group that is effective

When you are finished please place your Answer Sheet in an envelope large enough - DO NOT FOLD - and send to the address below.

Distributed by TalentLine Consulting Group, P.O. Box 756, Randburg 2125. Tel:011 231 7700, Fax: 086 673 9210.



MULTIFACTOR LEADERSHIP QUESTIONNAIRE

Answer Sheet (MLQM)

by Bernard M. Bass and Bruce J. Avolio



Leader Particulars (Person You Are Rating)

Leader's Initial & Surname:

Organisation:

Business Unit:

Section:

Level:

RATER

I am at a higher organizational level than the person I am rating
The BOSS to fill in.

IMPORTANT: This answer sheet must be completed and returned to the **PERSON** who gave you this form **NO LATER THAN 7 DAYS** from receipt.

DIRECTIONS: Use this answer sheet to respond to the questions in the MLQ Rater Booklet.

Please answer every item. This questionnaire is anonymous as your name is not required.

This survey is designed to describe the leadership style of the above-mentioned individual as you perceive it. Forty-five descriptive statements are listed in the MLQ Rater Booklet. Judge how frequently each statement fits the person you are describing. Use the rating scale shown below:

Proper Mark: ○ ○ ● ○

Improper Marks:

0	1	2	3	4
Not at all	Once in a while	Sometimes	Fairly often	Frequently if not always
0 1 2 3 4		0 1 2 3 4		0 1 2 3 4
1. ○ ○ ○ ○ ○		16. ○ ○ ○ ○ ○		31. ○ ○ ○ ○ ○
2. ○ ○ ○ ○ ○		17. ○ ○ ○ ○ ○		32. ○ ○ ○ ○ ○
3. ○ ○ ○ ○ ○		18. ○ ○ ○ ○ ○		33. ○ ○ ○ ○ ○
4. ○ ○ ○ ○ ○		19. ○ ○ ○ ○ ○		34. ○ ○ ○ ○ ○
5. ○ ○ ○ ○ ○		20. ○ ○ ○ ○ ○		35. ○ ○ ○ ○ ○
6. ○ ○ ○ ○ ○		21. ○ ○ ○ ○ ○		36. ○ ○ ○ ○ ○
7. ○ ○ ○ ○ ○		22. ○ ○ ○ ○ ○		37. ○ ○ ○ ○ ○
8. ○ ○ ○ ○ ○		23. ○ ○ ○ ○ ○		38. ○ ○ ○ ○ ○
9. ○ ○ ○ ○ ○		24. ○ ○ ○ ○ ○		39. ○ ○ ○ ○ ○
10. ○ ○ ○ ○ ○		25. ○ ○ ○ ○ ○		40. ○ ○ ○ ○ ○
11. ○ ○ ○ ○ ○		26. ○ ○ ○ ○ ○		41. ○ ○ ○ ○ ○
12. ○ ○ ○ ○ ○		27. ○ ○ ○ ○ ○		42. ○ ○ ○ ○ ○
13. ○ ○ ○ ○ ○		28. ○ ○ ○ ○ ○		43. ○ ○ ○ ○ ○
14. ○ ○ ○ ○ ○		29. ○ ○ ○ ○ ○		44. ○ ○ ○ ○ ○
15. ○ ○ ○ ○ ○		30. ○ ○ ○ ○ ○		45. ○ ○ ○ ○ ○

Please retain a copy of this form and the question booklet. If you have any questions, please contact: The Scoring Department, TalentLine Consulting Group, Tell: 011 231 7700





11874

MULTIFACTOR LEADERSHIP QUESTIONNAIRE

Answer Sheet (MLQM)

by Bernard M. Bass and Bruce J. Avolio



Leader Name (Person You Are Rating) _____ Leader's Rating _____

Leader Name: _____

Business Unit: _____

Region: _____

RATER

I am at a ~~lower~~ **SAME** organizational level than the person I am rating

SAME to fill in:

IMPORTANT: This answer sheet must be completed and returned to the **PERSON** who gave you this form **NO LATER THAN 7 DAYS** from receipt.

DIRECTIONS: Use this answer sheet to respond to the questions in the MLQ Rater Booklet. Please answer every item. This questionnaire is anonymous as your name is not required. This survey is designed to describe the leadership style of the above-mentioned individual as you perceive it. Forty-five descriptive statements are listed in the MLQ Rater Booklet. Judge how frequently each statement fits the person you are describing. Use the rating scale shown below:

Proper Mark: ○ ○ ● ○ Improper Marks: ○ ○

0 Not at all	1 Once in a while	2 Sometimes	3 Fairly often	4 Frequently if not always
0 1 2 3 4		0 1 2 3 4		0 1 2 3 4
1. ○ ○ ○ ○ ○		16. ○ ○ ○ ○ ○		31. ○ ○ ○ ○ ○
2. ○ ○ ○ ○ ○		17. ○ ○ ○ ○ ○		32. ○ ○ ○ ○ ○
3. ○ ○ ○ ○ ○		18. ○ ○ ○ ○ ○		33. ○ ○ ○ ○ ○
4. ○ ○ ○ ○ ○		19. ○ ○ ○ ○ ○		34. ○ ○ ○ ○ ○
5. ○ ○ ○ ○ ○		20. ○ ○ ○ ○ ○		35. ○ ○ ○ ○ ○
6. ○ ○ ○ ○ ○		21. ○ ○ ○ ○ ○		36. ○ ○ ○ ○ ○
7. ○ ○ ○ ○ ○		22. ○ ○ ○ ○ ○		37. ○ ○ ○ ○ ○
8. ○ ○ ○ ○ ○		23. ○ ○ ○ ○ ○		38. ○ ○ ○ ○ ○
9. ○ ○ ○ ○ ○		24. ○ ○ ○ ○ ○		39. ○ ○ ○ ○ ○
10. ○ ○ ○ ○ ○		25. ○ ○ ○ ○ ○		40. ○ ○ ○ ○ ○
11. ○ ○ ○ ○ ○		26. ○ ○ ○ ○ ○		41. ○ ○ ○ ○ ○
12. ○ ○ ○ ○ ○		27. ○ ○ ○ ○ ○		42. ○ ○ ○ ○ ○
13. ○ ○ ○ ○ ○		28. ○ ○ ○ ○ ○		43. ○ ○ ○ ○ ○
14. ○ ○ ○ ○ ○		29. ○ ○ ○ ○ ○		44. ○ ○ ○ ○ ○
15. ○ ○ ○ ○ ○		30. ○ ○ ○ ○ ○		45. ○ ○ ○ ○ ○

Please retain a copy of this form and the question booklet. Be sure to include your phone number in case there are any queries. If you have any questions, please contact: The Scoring Department, Tel: 011 231 7700



11874



MULTIFACTOR LEADERSHIP QUESTIONNAIRE

Answer Sheet (MLQM)

by Bernard M. Bass and Bruce J. Avolio



Leader Name (Person You Are Rating) _____ Leader's Rating _____

Leader Name: _____

Business Unit: _____

Region: _____

RATER

I am at a lower organizational level than the person I am rating

The SUBORDINATE/ TEAM MEMBER to fill in:

IMPORTANT: This answer sheet must be completed and returned to the *PERSON* who gave you this form **NO LATER THAN 7 DAYS** from receipt.

DIRECTIONS: Use this answer sheet to respond to the questions in the MLQ Rater Booklet. Please answer every item. This questionnaire is anonymous as your name is not required. This survey is designed to describe the leadership style of the above-mentioned individual as you perceive it. Forty-five descriptive statements are listed in the MLQ Rater Booklet. Judge how frequently each statement fits the person you are describing. Use the rating scale shown below:

Proper Mark: ○ ○ ● ○ ○ Improper Marks:

0	1	2	3	4
Not at all	Once in a while	Sometimes	Fairly often	Frequently if not always
0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4	0 1 2 3 4
1. ○ ○ ○ ○ ○	16. ○ ○ ○ ○ ○	31. ○ ○ ○ ○ ○		
2. ○ ○ ○ ○ ○	17. ○ ○ ○ ○ ○	32. ○ ○ ○ ○ ○		
3. ○ ○ ○ ○ ○	18. ○ ○ ○ ○ ○	33. ○ ○ ○ ○ ○		
4. ○ ○ ○ ○ ○	19. ○ ○ ○ ○ ○	34. ○ ○ ○ ○ ○		
5. ○ ○ ○ ○ ○	20. ○ ○ ○ ○ ○	35. ○ ○ ○ ○ ○		
6. ○ ○ ○ ○ ○	21. ○ ○ ○ ○ ○	36. ○ ○ ○ ○ ○		
7. ○ ○ ○ ○ ○	22. ○ ○ ○ ○ ○	37. ○ ○ ○ ○ ○		
8. ○ ○ ○ ○ ○	23. ○ ○ ○ ○ ○	38. ○ ○ ○ ○ ○		
9. ○ ○ ○ ○ ○	24. ○ ○ ○ ○ ○	39. ○ ○ ○ ○ ○		
10. ○ ○ ○ ○ ○	25. ○ ○ ○ ○ ○	40. ○ ○ ○ ○ ○		
11. ○ ○ ○ ○ ○	26. ○ ○ ○ ○ ○	41. ○ ○ ○ ○ ○		
12. ○ ○ ○ ○ ○	27. ○ ○ ○ ○ ○	42. ○ ○ ○ ○ ○		
13. ○ ○ ○ ○ ○	28. ○ ○ ○ ○ ○	43. ○ ○ ○ ○ ○		
14. ○ ○ ○ ○ ○	29. ○ ○ ○ ○ ○	44. ○ ○ ○ ○ ○		
15. ○ ○ ○ ○ ○	30. ○ ○ ○ ○ ○	45. ○ ○ ○ ○ ○		

Please retain a copy of this form and the question booklet. Be sure to include your phone number in case there are any queries. If you have any questions, please contact: The Scoring Department, Tel: 011 231 7700



SECTION ONE: ACADEMIC PAPER

1.0 Abstract

This research arose out of a need to identify a suitable leadership style that can make courier companies successful in Nigeria. According to Lawal, Imokhuede and Johnson (2012) Nigeria since independence has experienced economic, social and political woes because of corrupt leadership that lacks vision and good governance. The consequence of this prevailing situation has made the country's business environment challenging and unpredictable. These economic woes have resulted into an escalation of the cost of production and created the odious task of companies producing for a market that lacks the basic infrastructure necessary for businesses to operate. This situation has impacted negatively on consumers and also affected employee performance. Hence the growth and survival of some businesses in the country have been threatened.

The research aims to establish that, with the right style of leadership, employee performance can improve productivity and profitability in a company. In this regard, the linear relationship between transformational leadership, transactional leadership, non-transactional leadership and employee performance was investigated using correlation and multiple regression analysis, which provided a correlation coefficient that indicated the strength and direction of the linear relationship. The investigation revealed that there was a significant positive linear relationship between leadership and employee work performance. Transformational leadership was found to be more positively linearly correlated with employee performance than transactional leadership, while non-transactional leadership was highly negatively correlated with employee performance. Consequently for this research, leadership will be considered the independent variable and employee performance the dependent variable. A Nigerian Courier Company that has had tremendous success over the years is investigated in the research.

The material used for this investigation is called the Multifactor Leadership Questionnaire. It was obtained from the Full Range Development Theory of (Bass and Avolio, 1997). This questionnaire (MLQ) will be used to collect data from a population of 200 respondents made up of 36 leaders and 120 subordinates in order to establish the leadership style of the Nigerian courier company. The courier company's appraisal system will be used to collect data for the analysis of employee performance.

Empirical research findings have concluded that effective leadership can place a company on the path of success, mainly because of its influence on employee performance (Saifullah, Riaz, Rashid and Salman, 2011). Latest research investigations have concluded that Transformational leadership behaviour has a useful effect on the effectiveness of the organisation (Bass and Avolio, 1994; Hayward 2005; Nyengane 2007). Could this be the style of leadership that befits the Nigerian courier company? The findings of this research will give the Nigerian courier company a clear criteria on issues associated with recruitment, selection and promotion of individuals into future leadership positions in the company. It will also impact upon future staff leadership training conducted by the company. Information generated from this research will be used for the enlargement of the body of knowledge in Nigeria especially on issues relating to leadership and performance.

1.1 INTRODUCTION

Although Nigeria is the most populous and biggest oil producer in Sub Saharan Africa (Romanova 2007). The country's business environment is still challenging. This is because the country has a number of social, economic and political problems coupled with the fact that the government of Nigeria has failed to provide the much needed infrastructure necessary for businesses to flourish. According to Mckern, Meza, Osayande and Denend (2010) the country has mineral prosperity in the same proportion as its economic, social and political woes. Daramola and Ibem (2010) stated that the bulk of the Nigerian populace residing in cities is severely affected by a lack of basic amenities. Some businesses have reacted negatively to the Nigerian pressure by either retrenching workers or cutting down operations. Some others have preferred to simply close down their business indefinitely. Undeniably, even though the Nigerian Courier Company under investigation is very successful, the company is also confronted with this perennial problem. According to Mckern et al (2010) Nigeria had barely survived many years of military dictatorship, unrest due to tribalism, religious fanaticism and an uneven distribution of resources. These problems and the frequent power blackouts, lack of good roads and lack of potable water has increased the cost of doing business in the country. However, there have been some current reorganisation and development in the major sectors that had brought about economic growth and prompted a feeling of hopefulness for the future of the country (Mckern et al., 2010). It is uncertain if the country can sustain the momentum, due to the effect of the recent worldwide recession, the current religious bombings in Nigeria and the effect of the Niger Delta youth restiveness over service delivery in oil producing communities.

Due to the country's predicaments, it is obvious that only effective organisations can excel in the Nigerian business environment. Effective organisations are businesses that have shifted their focus from succeeding through individual performance to the collective performance of all the workers in the business (Saifullah et al, 2011). In other words, organisational performance is not a phenomenon that depends on a single unit of the business but the total contribution of every unit of the business (Stankard, 2002). Consequently Nigerian businesses also need the total and optimal contribution of their entire workforce to be truly effective. Indeed it can be suggested that the performance of an organisation's workforce is a major stimulus for performance because the workers of an organisation are believed to be the most important possession of that organisation (Voon, Ngui and Ayob, 2011). The implication of this statement is that workers of the Nigerian courier company rank higher than every other asset of the company. This is true because employee performance has become a vital issue for the continued existence and growth of business organisations (Taiwo, 2010). In other words workers are so important in organisations because of their productivity which leads to the survival and profitability of that organisation.

Mali (1978) describes productivity as the assessment of how resources are combined in organisations and utilised for obtaining the organisational goals. Adamu (1991) views performance as achieving the greatest height in terms of productivity without spending much money on resources. Ulrich (2002) reinforces this by stating that businesses have retained a

competitive advantage, not because of what they produce but what they have done with their employees. Gunnigle, Heraty and Morley (1971) support these views by reiterating that employees are the most effective input of a business and the main reason for business. In fact the accomplishment of a business would depend on the optimal use of employee's performance by the leadership. Effective leadership depends on how best it establishes satisfactory productivity (Dubrin, 2007). This is because even though productivity is in the hands of the employees, the importance of leadership cannot be over emphasised in determining the success or failure of the institution (Bass, 1997; Lambert, 2005). Effective leaders encourage the rapport that will make the followers do things that will make their business accomplish its goals. The success or otherwise of the Nigerian Courier company in achieving its set goals depends on this rapport between the leader and his followers. A capable leader will pilot the affairs of the organisation, providing direction and guiding the followers towards establishing the organisational goals (Voon, Ngui and Ayob, 2011).

Research conducted in Pakistan to study the views of the employees of Shakargani Mill Ltd about their manager's leadership style, concluded that both transformational and transactional leadership has a significant positive relationship with employee performance while on the contrary, non-transactional leadership style was inversely related to employee performance (Saifullah, Riaz, Rashid and Salman, 2011). Another research study by Meyer and Botha (2000) reiterated that transformational leadership is more effective than transactional leadership. Also a research study in South Africa has revealed the superiority of transformational leadership over transactional leadership (Ristow et al, 1999). In this study, Ristow et al. (1999) concluded that in a South African cricketing environment transformational leadership is much more effective than any other leadership behaviour. Similarly, Hayward, Davidson, Pascoe, Tasker, Amos and Pearse (2003) found in a South Africa pharmaceutical organisation, that there is a positive relationship between transformational leadership and employee performance. In the Canadian financial industry, transformational leadership was found to produce better results in terms of the workers performance than transactional leadership (Meyer and Botha 2000). Transformational leadership has been linked to improved effort in organisations (Kirkpatrick and Locke, 1996). Transformational leadership has also been associated with a number of adoptive outcomes in the military, sports and education (Bass, Avolio, Jung and Berson 2003; Callow, Smith, Hardy, Arthur and Hardy 2009; Morton, Keith and Beauchamp, 2010). These research findings (Ristow, et al., 1999; Meyer and Botha, 2000; Hayward, et al., 2003) reinforce the findings that transformational leaders have a positive influence on their subordinates which in turn increases employee productivity. The goal of this research is to investigate the leadership approach used by managers in the Nigerian courier company under consideration. The research is also aimed at testing the validity of the Multifactor Leadership Questionnaire in Nigeria, since it has been tested successfully in Canada, United States of America and South Africa. To investigate the objectives of this research, the following hypotheses have been formulated.

Hypothesis 1

Null Hypothesis: There is no significant positive linear relationship between transformational leadership and employee work performance.

Alternative Hypothesis: There is a significant positive linear relationship between transformational leadership and employee performance.

Hypothesis 2

Null Hypothesis: There is no significant positive linear relationship between transactional leadership and employee performance.

Alternative Hypothesis: There is a significant positive linear relationship between transactional leadership and employee performance.

Hypothesis 3

Null Hypothesis: There is no significant positive linear relationship between non-transactional leadership and employee performance.

Alternative Hypothesis: There is a significant positive linear relationship between non-transactional leadership and employee performance.

In summary, this research is important because of the nature of the Nigerian challenging business environment. Transformational leadership style has been identified as superior to all other leadership styles. The findings of this research will definitely enlarge the body of knowledge with findings relating to the concept of leadership and employee performance and also contribute to the profitability and sustainability of the Nigerian Courier company.

1.2 LITERATURE REVIEW

Businesses in Nigeria need effective leaderships that can motivate their followers to overcome the challenges posed by the Nigerian business environment. According to Maritz (1995) effective organisations need to have effective leadership. The Nigerian business predicaments remotely caused by the numerous unrestrained military dictatorships that drained the nation's economy also suffer today from various unrests, and the uneven distribution of resources (Mckern et al., 2010). The outcome of this phenomenon is that a huge number of city dwellers suffer from the effect of poor service delivery (Daramola and Ibem 2010). As a result of this companies have to operate at huge costs. In order for Nigeria to reverse its economic problems, Nigerian companies should adopt transformational leadership since it is believed to be the most effective leadership approach (Geyery and Steyrer, 1998). In service oriented organisations, transformational leadership has a great effect on performance over and above transactional leadership (Geyery and Steyrer, 1998).

It can be deduced from the statement attributed to Geyery and Steyrer (1998) above that employee performance controls the corporate existence and profitability of organisations.

This is indicative of the fact that employee performance is necessary for success. Hellriegel, Jackson and Slocum (1999) view performance as the effort made by an individual to improve the quality of his work achievement. Correspondingly, Yesufu (2000) believes that labour is more vibrant than any other input employed during production, because it can act as a vehicle to the other inputs. However, Maritz (1995) also argues that it takes excellent organisational leadership to influence workers to use their expertise and loyalty to put up the best performance in the work of an organization. This statement highlights the importance of quality leadership, which can direct the organisations workforce and enhance their performance. Buttressing this view on the influence of leadership on performance, Kotter and Heskett (1992) believe competent leadership is the most important phenomenon in achieving organisational change and strategic direction.

Research has verified that leadership styles contribute to subordinates' performance, which ultimately is responsible for the fortunes or demise of businesses (Bass, 1997). In addition to this, Brand, et al. (2000) has clearly revealed that transactional leaders have very minimal influence when compared to transformational leaders in terms of their subordinate's effective performance. These conclusions have been drawn from Finding generated from different sources. For example findings have shown a positive relationship between transformational leadership and employee performance in U.S. and North American, Russian, Korean and New Zealand companies (Bass and Riggio, 2006). Research findings also linked the presidents of 27 MBA business-gaming companies that earned better profits and had greater shares of the market to transformational leadership (Bass and Stogdill, 1990). There is also evidence in the U.S. Air force that commanders assessed higher in a transformational leadership survey led superior squadrons (Bass and Riggio, 2006). Transformational leadership has influenced the effectiveness of some sales persons (Jolson, Dubinsky, Yammarino, & Comer, 1993; Bass and Riggio, 2006). There is also evidence of the effectiveness of transformational leadership in the retail and manufacturing business sectors of South Africa, as well as the American and Canadian armed forces (Hayward, 2005). This is regardless of how "effectiveness" has been defined. The supremacy of transformational leadership over other types of leadership behaviours is also reinforced by Ristow, et al. (1999), which resolved on the greater effectiveness of transformational leadership in a South African cricketing environment. Furthermore, research conducted in the financial sector of Canada firmly established that transformational leadership was correlated with higher individual/organisational employee work performance satisfaction than transactional leadership (Meyer and Botha, 2000). The research findings of Hellriegel, et al., 2004; Brand, Heyl and Maritz, 2000 and Geyery and Steyrer (1998) support the conclusions proposing that transformational leaders have a strong influence on their followers. Consequently this research can enable the courier company under investigation become sustainable and profitable because the competitiveness of any business depends on the performance of its workforce (Ulrich, 2002). Hence the sustainability and profitability of the Nigerian courier company depends on workers exceptionally high performance, according to Behling and McFillen (1996) influenced by transformational leadership (Behling and McFillen, 1996; Ulrich, 2002; Bass and Riggio, 2006). The research is also important to the body of

knowledge for information generation and dissemination especially as it relates to the concept of leadership and employee performance.

1.3 RESEARCH METHOD

1.3.1 Research Aim

To examine the relationship between leadership and employee performance.

The research goals are:

- A) To examine the leadership type of the Nigerian courier company; transformational, transactional or non-transactional leadership.
- B) To determine employee performance levels within the Courier Company under investigation.
- C) To test for the validity of the instrument termed Multifactor Leadership Questionnaire in Nigeria.
- D) To investigate the relationship between transformational leadership, transactional leadership, non-transactional leadership and employee performance in Nigeria.

The following research hypotheses are therefore necessary:

Hypothesis 1

- Null Hypothesis: There is no significant positive linear relationship between transformational leadership and employee performance.
- Alternative Hypothesis: There is significant positive linear relationship between transformational leadership and employee performance.

Hypothesis 2

- Null Hypothesis: There is no significant positive linear relationship between transactional leadership and employee performance.
- Alternative hypothesis: There is significant positive linear relationship between transactional leadership and employee performance.

Hypothesis 3

- Null Hypothesis: There is no significant positive linear relationship between non-transactional leadership and employee performance.
- Alternative Hypothesis: There is significant positive linear relationship between non-transactional leadership and employee performance.

The research has one dependent variable which is employee performance and three independent variables, transformational leadership, transactional leadership and non-transactional leadership. Employee performance will be determined by the performance appraisal system used by the courier company under consideration. The Multifactor Leadership questionnaire according to Bass and Avolio (1997) will be utilised to establish the leadership approach within the courier company. Hence the leadership data was generated by the use of the MLQ instrument and captured for statistical analysis (Statistica). The MLQ consists of two versions, one a questionnaire for the raters of the leaders to complete regarding the leadership style of their leader, and the other for the leaders to complete about their leadership styles. Performance evaluation of the employee's work performance was measured based on the following factors on the company's appraisal instrument known as Performance evaluation. These factors include competency, business acumen, cross border thinking, constructive challenge and building and leading teams (Performance Evaluation 2010).

1.3.2 Reliability/validity of the (MLQ)

The (MLQ) was developed out of the full range leadership development theory (Bass and Avolio, 1997). The MLQ is a valid and reliable instrument that has been utilised lengthily all over the world (Bass and Avolio, 1997). Pruijn and Boucher (1994) believe the MLQ has been confirmed for reliability and validity in so many occasions. It has been confirmed that the MLQ can be reliable in analysing the performance of leaders in numerous organisations (Bass and Avolio, 1997). Hence the validity and reliability of the MLQ is not questionable since it has been tested and confirmed internationally (Bass and Avolio, 1997) as well as in South Africa (Ackerman, Scheepers, Lessing and Dannhauser, 2000; Hayward, Davidson, Pascoe, Tasker, Amos and Pearse, 2003).

Reliability is associated with the consistency of an instrument (Bless and Higson-Smith 2000). An instrument is considered to be reliable when it consistently gives an accurate measurement. The MLQ has proven to be a reliable and valid instrument in many occasions (Prujn and Boucher, 1994). Furthermore the MLQ is reliable in terms of its content, concurrent and construct validity (Yammarino and Bass, 1990; Avolio and Bass, 1997).

1.3.3 Employee Performance Management/ Appraisal Process

The data of the employee performance appraisal process was recorded to evaluate the work performance of employees of the courier company under investigation. The employee's work performance was analysed based on the following features on the appraisal instrument: competency, business acumen, cross border thinking, constructive challenge and building and leading teams (Performance Evaluation 2010). A five point likert scale was utilised to rate employee performance. The five point likert scale has the following rating, zero for not applicable, one for does not meet, two for partially meets, three for fully meets, four for exceeds and five for far exceeds.

In terms of performance management, the Nigerian Courier Company encourages the managers to partner with the employees (Herholdt, 2012). In the role of partner, the manager works hand in hand with the employees. In other words, the employees of the Nigerian Courier Company are encouraged to make meaningful contributions that will enhance productivity. The managers allow them to bring their expertise and skill to bear in the performance of their duties. The manager can easily be seen as a provider of guidance and direction which will encourage and motivate the employees to enhance their performance. Furthermore, at the Courier Company, performance management is associated with operational human resource management and development approach. This simply means that at the Courier Company, performance management makes it possible for both managers and employees to understand the company's mission statement and operational strategy. This enables both employees and managers to translate the company's strategic objectives to the employees (Amos, et al., 2004). Hence, both employees and managers are periodically reminded of the mission statement of the company with the intention of determining how much of the mission statement has been achieved.

1.3.4 Research Population and Sample

The research has a research population of 200 employees of the Nigerian Courier company and a sample size of 156 respondents, comprising of 120 employees and 36 Managers. The research will group the managers and employees of the courier company into two different categories commonly known as managers and employees. All the managers and supervisors of the company will fall under the category known as managers. The rest of the employees will be categorised as employees.

1.3.5 Data Capturing

MLQ data was generated and captured in a Microsoft Excel spreadsheet, for statistical analysis (Statistica).

1.3.6 Data Analysis and Correlation

Statistica (StatSoft, 2011) was used for data analysis. Once the data was imported, the next step was to calculate the leadership factors as per the MLQ scoring key. From the eight leadership factors {Idealised attributes, idealised behaviour, inspirational motivation, intellectual stimulation, individualised consideration, contingent reward, management – by – exception (action) and management – by – exception (passive)} a further three factors was generated namely transformational leadership, transactional leadership and non-transactional leadership factors. A table containing the relevant sample sizes, means and confidence intervals and standard deviation for each of the factors was drawn (See Appendix A, table 1.2). The employee performance factor scores were calculated using the company's performance appraisal process scoring key (Performance Evaluation, 2010). The table containing the relevant sample size, mean, confidence intervals and standard deviation of the employee performance scores was also drawn (see Appendix A, Table 1.3).

1.3.7 Correlation

Correlation analysis will test the hypotheses to determine the strength of the relationship between employee performance and leadership (transformational, transactional and non-transactional). According to Sekaran (2000) the linear relationship which exists between two quantitative variables is obtained by assessing the variations in one variable. This indicates the variations in the other variable.

In this research analysis, the correlation coefficient (r) will determine the linear relationship between employee performance and leadership and this quantity will vary between negative one and positive one (Bryman and Cramer, 1990). Hence, the closer r gets to point zero (0), the weaker the relationship between employee performance and leadership (Bryman and Cramer 1990). Vice versa the nearer, r gets to the point of unity (- or +) the stronger their relationship as variables (Bryman and Cramer, 1990). Furthermore, on the relationship between the variables, any coefficient above 0.8 is indicative of a strong relationship, a coefficient between 0.5 and 0.8 is indicative of a modest relationship while a coefficient below 0.5 is considered a weak relationship (Devore and Peck, 1993).

In the next stage of this research, the p-value or the statistical significance level is then computer generated. In this analysis, the higher the p-value is, the less reliable the relationship between the variables. According to Maccoll (2004) the p-value is the probability of error normally utilised in making valuable observation about the validity of the result as a representation of the population.

In this research, the researcher WILL REJECT the null hypothesis where the p-value is less than 0.05 Sekaran (2000) and conclude that a significant relationship exists between the variables. Also vice versa, where the p-value is greater than 0.05, the researcher will conclude in similar terms as Sekaran (2000), FAIL TO REJECT the null hypothesis and conclude that there is no significant relationship between the variables (Sekaran 2000).

The next stage was the calculation of Cronbach's alpha reliability coefficient. According to Sekaran (2000) it is essential to test for both consistency and stability. Consistency indicates uniformity and dependability (Sekaran, 2000). Hence, reliabilities lower than 0.6 are considered as poor, reliabilities within the range of 0.6 – 0.7 are acceptable while those greater than 0.8 are good. In the same vein, the nearer the reliability coefficient is to the point of unity, the more dependable the reliability of the instrument (Sekaran, 1992).

1.3.8 Ethical Considerations

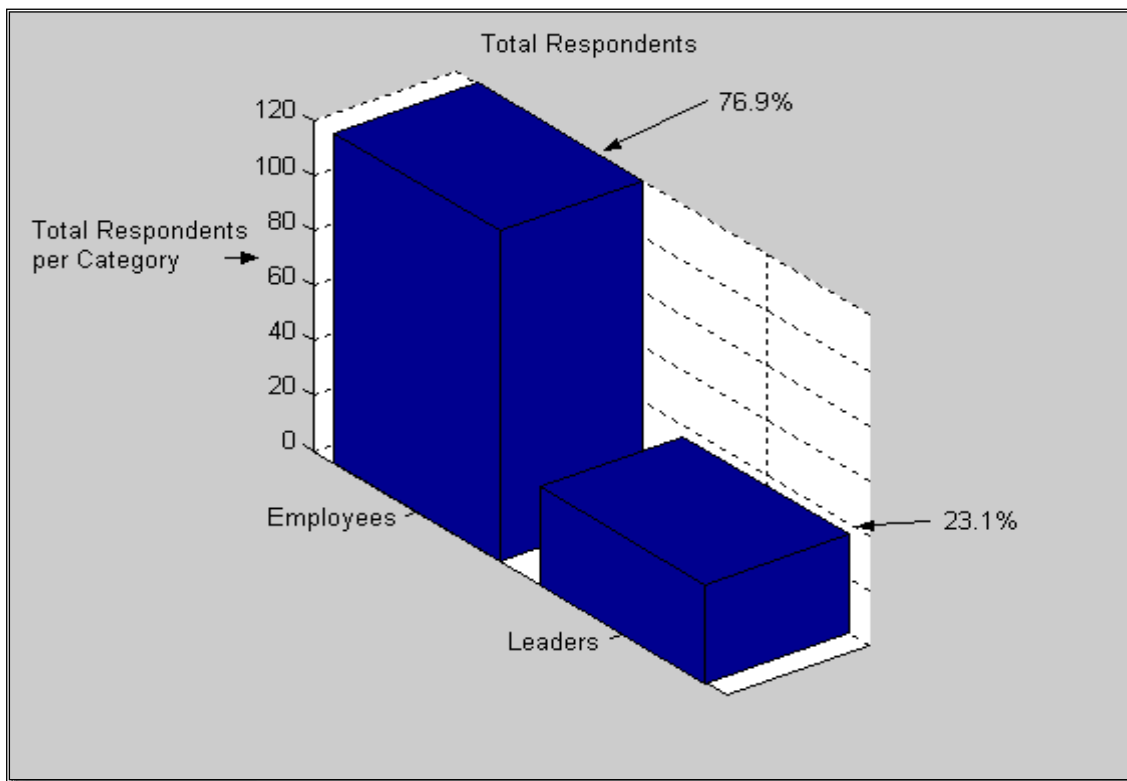
It terms of this research, confidential information divulged by the Courier Company under consideration will be respected. This was the condition given to the researcher before any confidential material was utilised for the research. Every effort has been made not to break this promise of keeping the company's identity anonymous. In the process the names and responses of the respondents have been kept anonymous.

1.3.9 Presentation of Result

1.3.9.1 Distribution of Respondents by Position

In this research, a total of 156 participants was used as the sample size. Out of this number, 120 respondents were the company's subordinate employees while the remaining 36 were leaders. Hence, 76.9% of the total respondents were subordinates and 23.1% leaders. The results are presented on the bar chart in (Fig 1.0) below:

FIGURE 1.0: RESEARCH RESPONDENT RATES



1.3.9.2 Descriptive Statistics

Descriptive statistics for the original employee performance scores is further categorised in Appendix A 1.1. The MLQ factor scores derived from data for the three independent variables scores (transformational, transactional and non-transactional leadership). Descriptive statistics for the employee performance scores of all the respondents are also given in Appendix 1.2. The employee performance appraisal scoring key is displayed below.

Table 1.0: Employee Performance Appraisal Scoring Key

Original Employee Performance Values	Categorized Employee Performance Values
0 to less than 1	0
1 to less than 2	1
2 to less than 3	2
3 to less than 4	3
4 to less than 5	4
5	5

A checklist was used to verify how the employees responded to certain performance questions. This checklist was the instrument used to evaluate employee work performance (Performance Evaluation 2010). This evaluation is based on the following factors: competency, business acumen, cross border thinking, constructive challenge and building and leading teams (Performance Evaluation 2010). The employee performance factor scores were generated using the company’s performance appraisal process scoring key. The next process involved a two tailed, Pearson Correlation Coefficient to test the relationship between leadership (transformational, transactional and non – transactional) and employee performance. The tables below contain the relevant sample size, mean, confidence intervals and standard deviation of the employee performance scores drawn from the MLQ.

Table 1.1: Descriptive Statistics (Original Employee Performance Scores)

Descriptive Statistics					
Variable	N	Mean	Std Error of Mean	95% CL for Mean	
Performance	120	4.181481	0.162330	3.84947849	4.51348447

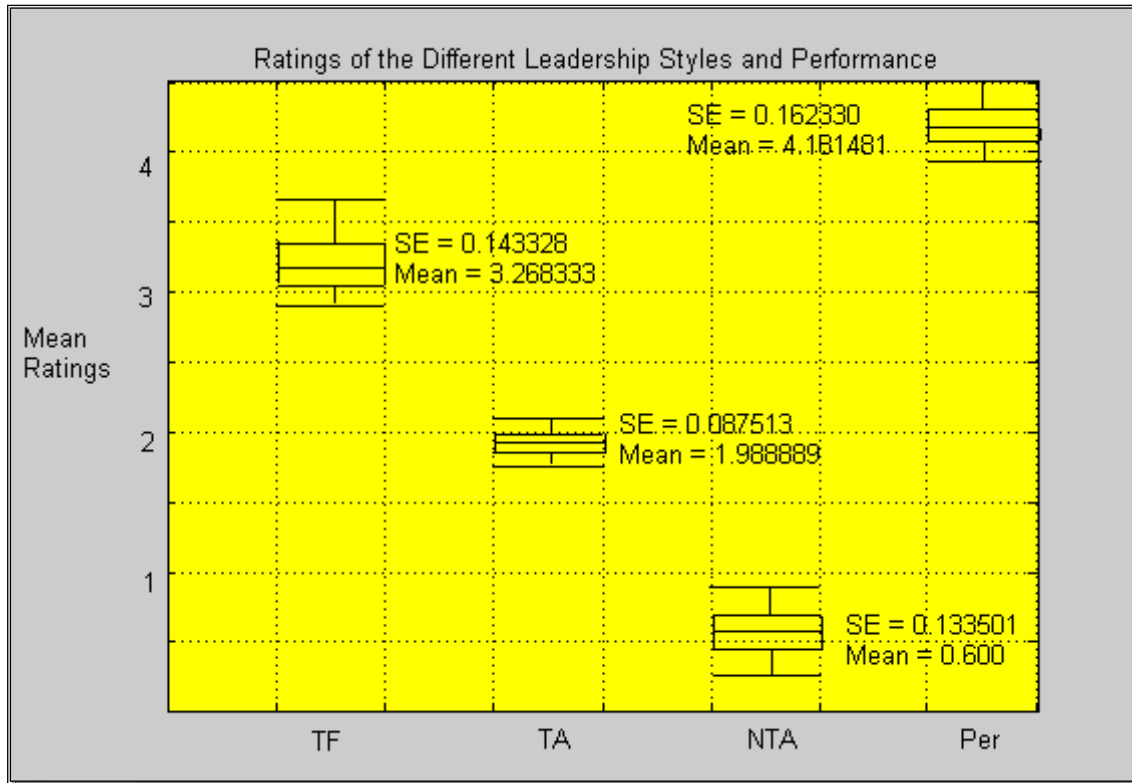
The mean is 4.181. The standard error is low. This is an indication that there is very little variation in the raters of the performance appraisal scores.

1.3.9.3 The Mean Rating of the Performance

Rating employee performance against the different leadership styles, transformational, transactional and non-transactional leadership in figure 1.2 shows that transformational leadership has the highest performance rate. The standard error of transformational leadership is very low (0.0875) which indicates that there is very little variation in the rater’s responses on the MLQ. The mean performance rating in (figure 1.2) which is 4.1814 also indicates that

transformational leadership is the leadership style of the courier company under consideration.

Figure 1.2: Performance Rating



1.3.9.4 Reliability of the MLQ Results

The result of the Cronbach’s alpha reliability coefficient for the MLQ instrument showed 0.822530, which is acceptable.

Table 1.3: The Acceptable Cronbach Coefficient Alpha for the MLQ Instrument

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.822530
Standardized	0.799245

Table 1.4: Cronbach’s Scores for MLQ Factors

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
IA	0.808131	0.782420	0.765289	0.759499
IB	0.868347	0.786497	0.879409	0.749902
IM	0.854546	0.788406	0.872343	0.750504
IS	0.858541	0.779412	0.826901	0.754351
IC	0.713278	0.794605	0.660197	0.768099
CR	0.780416	0.784745	0.756223	0.760249
MEA	-0.055214	0.846175	0.003374	0.816953
MEP	-0.260864	0.853821	-0.192042	0.829951
LF	-0.784899	0.871287	-0.756518	0.863897
EE	0.798025	0.788045	0.735151	0.761988
EFF	0.790204	0.784458	0.745694	0.761119
S	0.790050	0.781158	0.745160	0.761163
TF	0.956721	0.780558	0.930100	0.745552
TA	0.528463	0.812379	0.554740	0.776504
NTA	-0.784899	0.871287	-0.756518	0.863897

The results in Table 1.4 above are indicative of the fact that the MLQ factors generally are reliable. In other words the closer the factors are to one the more dependable the reliability of the instrument (Sekaran, 2000). All the factors above are approximately 0.8. According to Sekaran (1992) reliabilities within the range of 0.6 – 0.7 are acceptable. It makes the MLQ a dependable instrument for the measurement of the leadership style in the Nigerian courier company. This is because when calculating the Cronbach's Alpha Coefficient, reliabilities within the range of 0.6 – 0.7 is acceptable while those more than 0.8 are considered as good (Sekaran, 1992).

1.3.9.5 Pearson Correlation Coefficient

The linear relationship between employee performance, transformational leadership, transactional leadership and non-transactional leadership was investigated using Pearson Correlation Coefficient. The p-value indicates the significance of the relationship between the variables. All significant relationships have a p-value <0.05. (Table 1.5) below.

Table: 1.5 Correlations between Employee Performance Scores and Transformational Leadership, Transactional Leadership and Non-Transactional Leadership

Pearson Correlation Coefficients, N = 120				
5% level of significance.				
	TF	TA	NTA	Performance
TF	1.00000	0.42820 < .0182	-0.82152 <.0001	0.96775 <.0001

Pearson Correlation Coefficients, N = 120 5% level of significance.				
	TF	TA	NTA	Performance
TA	0.42820 <.0182	1.00000	-0.28231 0.1307	0.42218 <.0201
NTA	-0.82152 <.0001	-0.28231 0.1307	1.00000	-0.82103 <.0001
Performance	0.96775 <.0001	0.42218 0.0201	-0.82103 <.0001	1.00000

Table 1.5 shows a significantly strong, positive linear relationship between employee performance and transformational leadership ($r = 0.96$, $p = < .0001$). The moderate positive linear relationship between employee performance and transactional leadership is significant ($r = 0.422$, $p = 0.0201$). The strong, negative linear relationship between employee performance and non-transactional leadership is significant ($r = -0.821$, $p = <.0001$). A diagrammatical illustration of the relationships is given below.

Figure 1.6 Scatter Plot of Employee Performance and Transformational Leadership

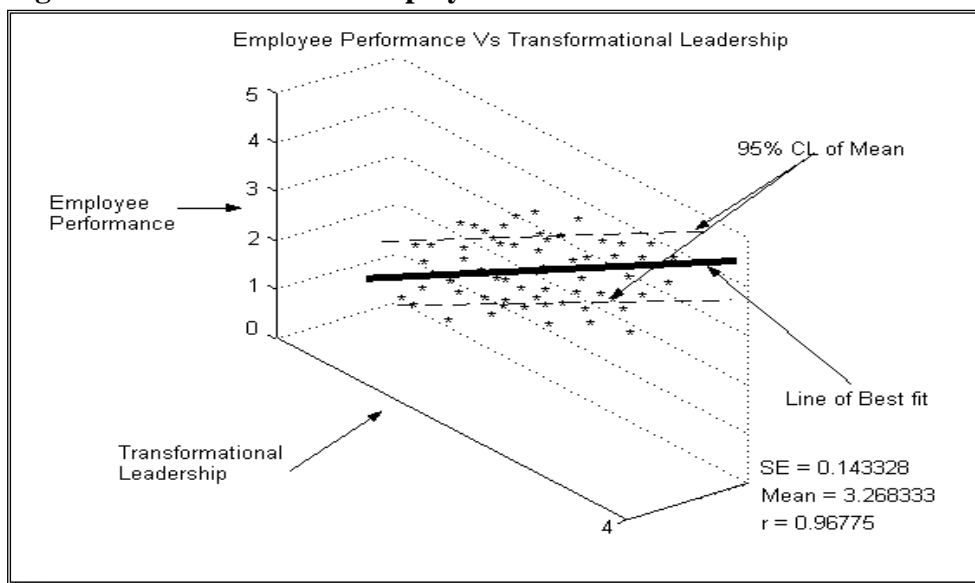


Figure 1.7 Scatter Plot of Employee Performance and Transactional Leaders

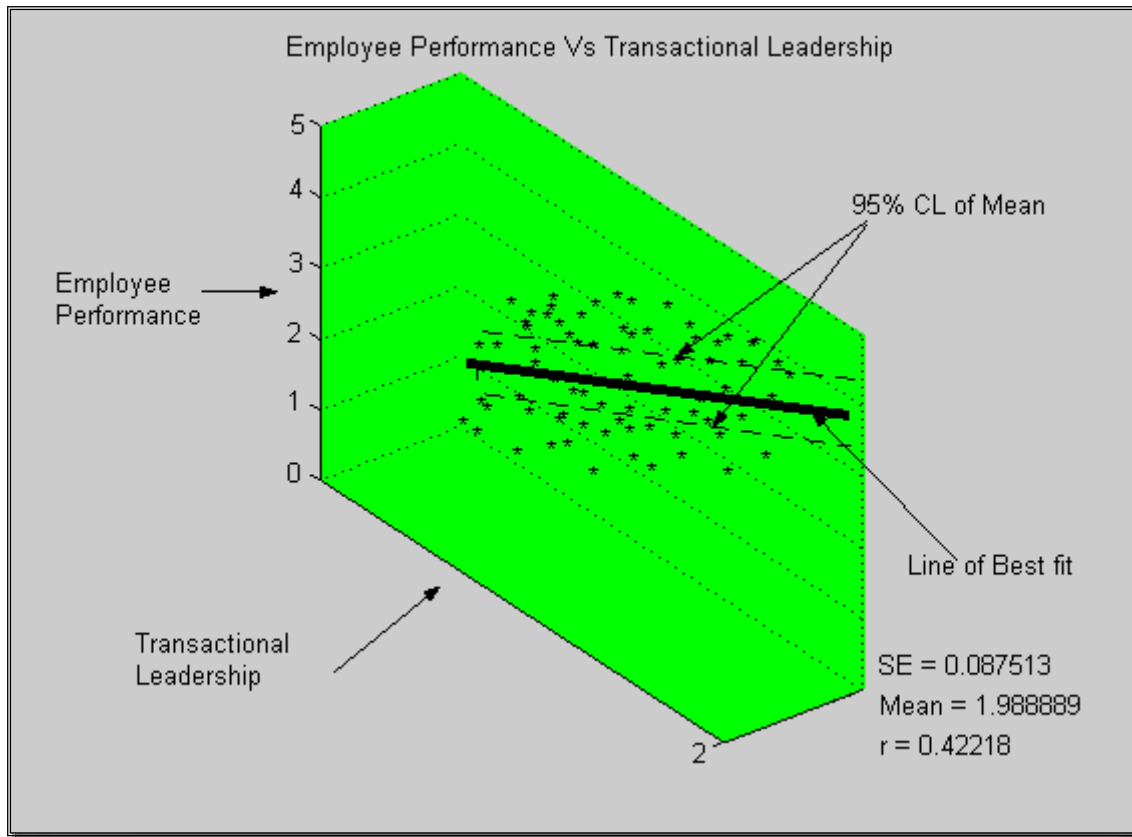
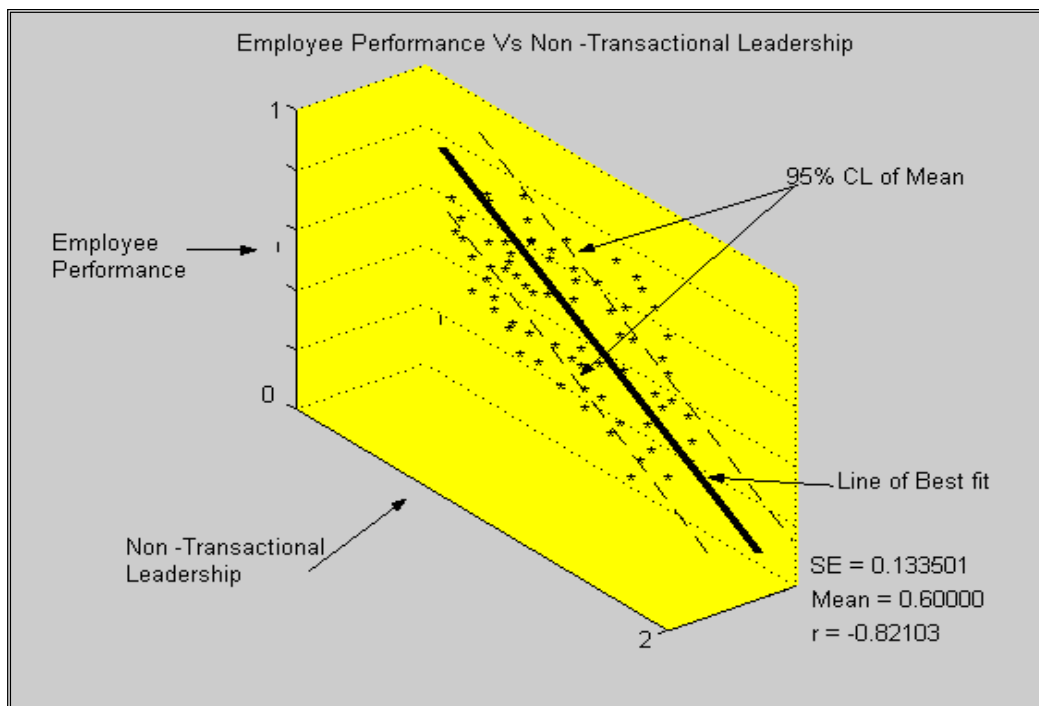


Figure 1.8 Scatter Plot of Employee Performance and Non-Transactional Leadership



The research hypotheses used in this thesis is verified to give the following results below.

1.3.9.6 Hypotheses

Hypothesis 1

Null Hypothesis: There is no significant positive linear relationship between transformational leadership and employee work performance.

Alternative Hypothesis: There is a significant positive linear relationship between transformational leadership and employee performance.

Hypothesis 2

Null Hypothesis: There is no significant positive linear relationship between transactional leadership and employee performance.

Alternative Hypothesis: There is a significant positive linear relationship between transactional leadership and employee performance.

Hypothesis 3

Null Hypothesis: There is no significant positive linear relationship between non-transactional leadership and employee performance.

Alternative Hypothesis: There is a significant linear relationship between non – transactional leadership and employee performance.

1.4 RESULTS

The linear relationship between employee performance, transformational leadership, transactional leadership and non-transactional leadership was investigated using correlation analysis. The analysis indicated the strength and weakness of the tested hypothesis which is represented by the p-value. All significant relationships have a p-value <0.05.

Then linear regression coefficient analysis was performed to determine whether sufficient evidence existed to determine whether there is a linear relationship or linear model between the dependent variable, Y (employee performance), and the independent variables, transformational, transactional and non-transactional leadership styles. In other words, Y as the dependent variable and X_1 , X_2 and X_3 as independent variables.

An ANOVA and a separate t-test were undertaken to determine the significance of the independent variables (TF, TA and NTA) and the dependent variable (EP), so as to check which independent variable contributes the most variation to the dependent variable. The process, involves testing the null hypothesis to determine if the population parameters are equivalent to zero, that is $H_0: \beta_1 = \beta_2 = 0$ and vice versa that not all the population parameters are equivalent to zero (Neter, Wasserman, and Whitmore, 1993; Keller and Warrack, 1999 in Hayward 2005).

As it concerns this research, let us consider these two independent variables, in which, $Y = \beta_0 + \beta_1 * (X_1) + \beta_2 *(X_2) + \varepsilon$, where Y is the dependent variable, β_0 the intercept, β_1 and β_2 the population parameters and ε the natural variation (Hayward 2005).

For this research, it was important to test for the significance of the linear model between the dependent variable, Y (employee performance), and the independent variables, transformational, transactional and non-transactional leadership styles. By testing $H_0: \beta_1 = \beta_2 = 0$. However, where β_1 and β_2 are equivalent to zero, then there is no significant linear model between Y as dependent variable and X_1 and X_2 as independent variables. Alternatively where β_1 and β_2 are not equivalent to zero, then there is a significant linear model between Y and X_1 and X_2 ((Neter, Wasserman, and Whitmore, 1993; Keller and Warrack, 1999 in Hayward 2005).

Table 1.9: Regression Summary Showing the Relationship between the Independent and Dependent Variables

Parameter	Estimate	Standard Error	t Value	Pr > t
Intercept	-0.4729	0.3285	-1.439	0.1527
TF	1.0613	0.0629	16.858	0.0001
TA	0.0654	0.0651	1.004	0.3173
NTA	-0.0258	0.0607	-0.425	0.6718

In Table: 1.9 there is evidence of a significantly strong, positive linear relationship between the variables constituted by employee performance and transformational leadership respectively ($p < 0.0001$). There is no significant linear relationship between employee performance and transactional leadership ($p = 0.317$). The negative linear relationship between employee performance and non-transactional leadership is not significant ($p = 0.6718$).

For the ANOVA test undertaken to determine the significance of the multiple regression model between the dependent variable, Y, and the independent variables, X_1 , X_2 and X_3 by testing the null hypothesis ($\beta_1 = \beta_2 = \beta_3 = 0$). The results are given in Table 1.10

Table 1.10 Regression Summary Showing a Significant Regression Model

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	3	83.007	27.669	369.14	< 0.0001
Error	116	8.695	0.075		
Corrected Total	119	91.702			

The results show that the multiple regression model is significant ($F = 369.14$, $df = (3, 116)$, $p < 0.0001$).

1.4.1 Analysis

- From the first hypothesis the researcher according to Sekaran, (2000) will REJECTS the null hypothesis (H_{01}) which states that there is no significant positive linear relationship between transformational leadership and employee performance and concludes that transformational leadership has a strong significant positive linear relationship with employee performance. This is because the model is significant with P-Value $< .0001$. From the model above (Table 1.10) transformational leadership is the main contributor to the variation in employee performance.
- For the second hypotheses; the researcher FAILS TO REJECT the null hypothesis which states that there is evidence, at the 5% level of significance that there is no significant linear relationship between transactional leadership and employee performance (Sekaran, 2000).

It must be noted that the correlation is low and the null hypothesis (H_{01}) which states that there is no significant linear relationship between employee performance and transactional leadership was thus NOT REJECTED.

- For the third hypotheses the results favoured the null hypothesis which states that there is no significant positive linear relationship between non – transactional leadership and employee performance since the P-value = 0.6718. This leads the researcher to conclude that there is sufficient evidence, at the 5% level of significance, that there is no positive linear relationship between non-transactional leadership and employee performance. Furthermore, the negative linear correlation between the two is not significant.

1.5 DISCUSSION

1.5.1 RESEARCH FINDINGS

The linear relationship between transformational leadership, transactional leadership, non-transactional leadership and employee performance was investigated through linear correlation analysis. This investigation was necessary to determine the strength or weakness of the tested hypothesis. The tested hypothesis states that there is no significant positive linear relationship between transformational leadership and employee performance. The Findings of this investigation indicated that there is a significant positive linear relationship between transformational leadership and employee performance. An ANOVA, based on a separate t - test indicates the significance of the relationship between the dependent and independent variables, in this case employee performance and transformational, transactional and non – transactional leadership styles. In this test, all significant relationships have a p-value < 0.05 . Table 1.9 provides. Also evident in table 1.9 the Findings of the test is that there

is a strong significant positive linear relationship between employee performance and transformational leadership $p < .0001$. There is no evidence of a significant linear relationship between employee performance and transactional leadership, $p = 0.317$. Furthermore, the negative linear relationship between non-transactional leadership and employee performance is not significant $p = 0.671$. The findings in this research support the conclusion drawn by Brand et al. (2000) that suggests a more significant relationship between transformational leadership and employee performance, than any other leadership style. In fact, transformational leadership is more in terms of effectiveness than transactional leadership. This is regardless of how effectiveness has been defined.

Further, proof collected in the retail and manufacturing sector of South Africa, as well as in the armed forces of the United States of America, Canada and Germany, indicate a strong, positive influence of transformational leaders (Brand, et al., 2000). Again the effectiveness of transformational leadership can be reinforced by the research conducted by Ristow, Amos and Staude (1999), which concluded on the greater effectiveness of transformational leadership in a South African cricketing environment. Hayward, Davidson, Pascoe, Tasker, Amos and Pearse (2003) found a positive linear model between transformational leadership and employee performance in a pharmaceutical organisation. All of these research results explain the work by Pruijn and Boucher (1994) which views transformational leadership as an extension of transactional leadership (Bass 1997). The difference between transformational leadership and transactional leadership according to Bass and Avolio (1994) is in the followership of both leadership models. The performance of the followers of transformational leadership was found to be beyond expectation, while the performance of transactional leadership followers was as expected.

1.5.2 RELIABILITY OF THE FINDINGS

The Cronbach's alpha reliability coefficient was used to calculate the reliability of the internal consistency of the MLQ subscales. Reliabilities the range between 0.6 – 0.7 are acceptable, while those more than 0.8 are good (Sekaran 1992). The Cronbach's alpha reliability for the MLQ instrument (0.822530) is considered as acceptable at (0.822530) for transformational leadership and also as acceptable for transactional and non – transactional leadership respectively. Hence their reliabilities ranges are approximately 0.8. Furthermore, at 0.822530 the Cronbach alpha reliability coefficient for the MQL instrument substantiates the reliability of the MLQ. The MLQ according to Bass and Avolio (1997) and Whitelaw (2001) is valid and reliable and has been used widely all around the globe. In South Africa the MLQ instrument has proven to be a reliable instrument. Ackerman, et al (2000) used the MLQ factors as a measure of transformational leadership. The research findings of Ackerman, et al (2000) was that Cronbach's alpha reliability coefficient yielded 0.944, 0.736 and 0.803 for transformational, transactional and non-transactional leadership respectively. This supports the findings of, Whitelaw (2001).

1.5.3 LIMITATIONS OF THE RESEARCH

Initially the researcher wanted the company under consideration to be a South African bank. This became the initial limitation as the bank would not provide the researcher with a letter of confirmation to enable him administer his questionnaire. The researcher had no choice but to use a Courier Company based in Nigeria. This turned out to be a more expensive option. Two instruments were used in this research, the MLQ and the courier company's performance appraisal. Both instruments were made available to the researcher free of charge.

Finding the MLQ instrument suitable for this research posed a limitation and the problem was overcome with some advice from the research supervisor on how to locate the MLQ. The researcher immediately contacted a consulting company, Talentline Consulting (Pty) Limited that made the MLQ available free of charge.

1.5.4 IMPLICATIONS

According to Degu (2009), Nigeria is the most populous nation in Africa, and has a huge economy that is rich in natural resources (Romanova 2007). This phenomenon has made her the greatest oil producer in Sub Saharan Africa (Romanova 2007). To a large extent companies play a very important role in shaping the economy of Nigeria. However, due to the complexity of the Nigerian business environment mainly because of the country's political, social and economic problems, there is a shortage in the provision of basic amenities such as electricity, water, good roads (Daramola and Ibem 2010). According to Ayoade (1975) water is still the most sought after commodity in the rural areas of Nigeria. The situation has increased the cost of production. This is due to the fact that companies need to generate their own resources like water and electricity in order to conduct business in the country. The effect of this is that the average Nigerian consumer is made to bear the brunt of the increases in the prices of goods and services. This has really affected the purchasing power of the consumer and generally reduced sales. In this situation there exist fierce rivalries between companies to survive and grow. It is this development that has caused a threat to the continued existence of many companies in Nigeria. There is need for a style of leadership that will influence subordinate behaviour and increase performances to such a level that will enhance the survival and growth of businesses. In other words, businesses have to maximise production with the available resources and sell at the lowest possible price in order to increase demand. This is the most logical way businesses can survive and grow in the Nigerian economy. Hence there is a need for a leadership behaviour that would inspire and motivate workers to improved performances. This is the reason why there is a need for more research in this area. It is hoped that this research will stimulate further studies into the Nigerian complex business environment with the hope of finding a lasting solution to the problem.

1.6 CONCLUSION

The aim of this research was to examine the relationship between the variables leadership and employee work performance in a Nigerian Courier company. In addressing this aim a Nigerian based Courier Company was chosen as the research context, mainly because of the company's tremendous financial success in spite of the problems encountered by various other companies in Nigeria. In order to successfully conduct this research, employee performance was identified as the dependent variable of the research, and transformational, transactional and non-transactional leadership as the independent variable. Three specific research hypotheses were generated in an effort to investigate the aim of the research. The research was conducted with the aid of two instruments, the MLQ which was utilised to collect information about leadership and the Company's performance appraisal process used to capture employee performance data. The data was analysed using linear regression analysis and simple correlation analysis.

The research findings of the first hypothesis conducted through the use of linear regression analysis, shows a significant linear relationship between transformational leadership and employee work performance. The findings of the second hypothesis, also conducted through the use of linear regression analysis showed no evidence of a significant linear relationship between transactional leadership and employee work performance. The finding of this research reinforces the deduction drawn by Brand et al. (2000) "that transformational leaders are more effective than transactional leaders", notwithstanding "how effectiveness has been defined." Evidence collected in the South African retail and manufacturing sectors, as well as the armed forces of the United States, Canada and Germany, reiterated the negligible effect transactional leaders have on the performance of their supporters in distinction to the strong, effect of transformational leaders (Brand et al., 2000). The third hypothesis showed no linear relationship between non-transactional leadership and employee performance. In fact, there was a negative linear correlation between the two. The findings of this research support the conclusion drawn by Brand et al. (2000) that suggested a more significant relationship between transformational leadership and employee performance, than any other leadership type.

After an intensive review of literature on the test for the validity of the MLQ instrument in Nigeria. There was no reference to this context that could be found. This research will therefore be useful in testing for the validity of the MLQ in Nigeria, since the MLQ has been successfully tested in South Africa, Canada and the United States. Again, these research findings will further contribute to how future leadership training in the company under consideration will be conducted. This will enable the company's management appoint suitable leaders into leadership positions in the company. Finally this research will contribute to the body of knowledge especially on the findings relating to the concept of leadership and employee performance in the Courier Company under consideration in Nigeria.

1.7 REFERENCES

ACKERMAN, C.P., SCHEPERS, J.M., LESSING, B.C. and DANNHAUSER, Z. 2000. Die Faktorstruktuur van Bass se Veelfaktor Leierskapsvraelys in die Suid – Afrikaanse Konteks, *Journal of industrial psychology*, 26(2): 58 - 65.

AMOS, T.L., RISTOW, A, and RISTOW, L. 2004. *Human Resource Management* (2nd Edition). Lansdowne: Juta and Co Ltd.

AYOADE, J.O.1975. *Water Resources and their Development in Nigeria*. Department of Geography, University of Ibadan. Nigeria. *Hydrological Sciences-Bulletin*.

BASS, B.M. 1997. *Concepts of Leadership*. In Vecchio R.P. (Ed). *Leadership: Understanding the Dynamics of Power and Influence in Organisations*. Notre Dame: University of Notre Dame Press.

BASS, B.M. and AVOLIO, B.J. 1994. *Improving Organisational Effectiveness: Through Transformational Leadership*. California: Sage.

BASS, B.M. and AVOLIO, B.J. 1997. *Full Range of Leadership Development: Manual for the Multi-Factor Leadership Questionnaire*. California: Mind Garden.

BASS, B.M., AVOLIO, B.J., JUNG, D, I. and BERSON, Y. 2003. Predicting Unit Performance by Assessing Transformational and Transactional Leadership. *Journal of Applied Psychology*. 88 (2): 207-218.

BASS, B.M. and RIGGIO, R.E. 2006. *Transformational Leadership* (2nd Edition). Taylor & Francis Group, LLC. 270 Madison Avenue, New York, NY 10016.

BASS, B.M and STOGDILL, R.M.1990. *Bass & Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications* (3rd Edition). Free Press, 866 Third Avenue, New York, N.Y, 10022.

BEHLING, O. and MCFILLEN, J. 1996. A Syncretical Model Charismatic/Transformational Leadership. *Group and Organisational Management*. 21 (2): 120-160.

BLESS, C and HIGSON – SMITH, C. 2000. *Fundamentals of Social Research Methods: An African Perspective* (3rd Edition). Lusaka: Juta.

BRAND, C., HEYL, G. and MARITZ, D. 2000. *Leadership*. In Hayward, B. 2005. *Relationship Between Employee Performance, Leadership and Emotional Intelligence in a South African Parastatal Organisation*, Thesis Submitted for the Award of MBA, Rhodes University, Grahamstown.

BRYMAN, A. and CRAMER, D. 1990. Quantitative Data Analysis of Social Scientists. London: Roitledge.

CALLOW, N., SMITH, M.J., HARDY, L., ARTHUR, C.A. and HARDY, J. 2009. Measurement of Transformational Leadership and its Relationship with Team Cohesion and Performance Level. *Journal of Applied Sport Psychology*. 21 (4): 395-412.

DAMAROLA, A. and IBEM, E. 2010. Urban Environmental Problems in Nigeria: Implications for Sustainable Development, *Journal of Sustainable Development in Africa (JSDA)*, 12 (1) 124 -145.

DEGU, G. 2009. Examination of the Levels and Determinant Factors of Fertility and Contraceptive use in Northwest Ethiopia. Thesis on Public Health. Addis Ababa University Libraries Electronic Thesis and Dissertations: AAU-ETD. Faculty of Medicine.

DEVORE, J. and PECK, R. 1993. *Statistics - The Exploration and Analysis of Data* (2nd Edition). California: Wadsworth Inc.

DUBRIN, A.T. 2007. *Leadership: Research findings, Practice and Skills*. New York: Houghton Mifflin Company.

GEYERY, A.L and STEYRER, J.M.(1998). Transformational Leadership and Objective Performance in Banks. *Journal of Applied psychology*, 47: 397 - 420.

GUNNIGLE, P. HERATY, P. and MORLEY, M. 1971. *Personal and Human Resource Management: Theory and Practice in Ireland*. Ireland: Macmillan Press Ltd.

HAYWARD, B. 2005. Relationship Between Employee Performance, Leadership and Emotional Intelligence in a South African Parastatal Organisation, Thesis Submitted for the Award of MBA, Rhodes University, Grahamstown.

HAYWARD, B.A., DAVIDSON, A.J., PASCOE, J.B., TASKER, M.L., AMOS, T.L and PEARSE, N.J. 2003. The Relationship Between Leadership and Employee Performance in a South African Pharmaceutical Company. Paper Presented at the Society for Industrial and Organisational Psychology 6th Annual Conference, 25 - 27 June 2003, Sandton, Johannesburg.

HELLRIEGEL, D., JACKSON, S.E., SLOCUM, J.W., STAUDE, G., AMOS, T., KLOPPER, H.B., LOUW, L. and OOSTHUIZEN, T. 2004. *Management: Second South African Edition*. Cape Town: Oxford University Press Southern Africa.

HELLRIEGEL, D., JACKSON, S.E. and SLOCUM, J.W. 1999. *Management*. Cincinnati: South - Western College Publishing.

HERHOLDT, J. 2012. *Managing Performance in Organisations: Articles from the Human Capital Review*. Randburg: Knowres Publishing (Pty) Ltd. South Africa.

JOLSON, M.A., DUBINSKY, A.J., YAMMARINO, F.J. and COMER, L.B. 1993. Transforming the Salesforce with Leadership. *Sloan Management Review*. 34: 95-106.

KIRKPATRICK, S.A. and LOCKE, E.A. 1996. Direct and indirect effect of three core charismatic leadership components on performance and attitudes. *Journal of Applied Psychology*. (81): 36-51.

KOTTER, J. and HESKETT, J. 1992. *Corporate Culture Performance*. New York: Free Press.

LAMBERT, S. 2005. Added Benefits: The Link between Work Life Benefits and Organisational Citizenship. *Academic Manager*. 43:5.

LAWAL, T., IMOKHUEDE, K. and JOHNSON, I. 2012. Governance Crisis and the Crisis of Leadership in Nigeria. *International Journal of Academic Research in Business and Social Sciences*, July, 2:7.

MACCOLL, B. 2004. *Service Quality Importance-Performance Analysis as a Strategic Tool for Management: The Exploration of Key Customer Satisfaction Drivers in a South African Electricity Utility*. Grahamstown: Thesis Submitted for the Award of MBA Rhodes University, Grahamstown.

MALI, P. 1978. *Improving Total Productivity*. New York: John Wiley and Sons.

MARITZ, D. 1995. Leadership and mobilising potential, *Human Resource Management*, 10(1): 8 -16.

MCKERN, B., MEZA, P., OSAYANDE, E. and DENEND, L. 2010. *The Business Environment of Nigeria: Stanford Graduate School of Business: Lyn Publication, 26 pages*. Available: http://www.primisonline.com/cgi-bin/Pol_program. {accessed 9/11/2011}.

MEYER, M and BOTHA, E. 2000. *Organisation Development and Transformation in South Africa*. Durban: Butterworths.

MORTON, K.L., KEITH, S.E. and BEAUCHAMP, M.R. 2010. Transformational Teaching and Physical Activity: A New Paradigm for Adolescent Health Promotion. *Journal of Health Psychology*, 15 (2): 248-257.

NETER, J., WASSERMAN, W. and WHITEMORE, G.A. 1993. *Applied Statistics (4th Edition)*. Boston: Allyn and Bacon.

NYENGANE, M. 2007. The Relationship Between Leadership Style and Employee Commitment: An Exploratory Study in an Electricity Utility of South Africa. Thesis Submitted for the Award of MBA, Rhodes University, Grahamstown.

PERFORMANCE EVALUATION. 2010. The Human Resource Director, Niger Delta Region. Nigerian Courier Company, Nigeria.

PRUIJN, G.H.J. and BOUCHER, R.L. 1994. The Relationship of Transactional and Transformational Leadership to the Organisational Effectiveness of the Dutch National Sports Organisations, *European Journal of Sports Management*, 1:72 – 87.

RISTOW, A. AMOS, T. and STAUDE, G. 1999. Transformational Leadership and Organisational Effectiveness in the Administration of Cricket in South Africa. *South African Journal of Business Management*, 30 (1): 1 – 5.

ROMANOVA, I. 2007. Oil Boom in Nigeria and its Consequences for the Country's Economic Development. Munich, GRIN Publishing GMBH.

SAIFULLAH, M., RIAZ, A., RASHID, M. and SALMAN, Z. 2011. Leadership Styles and Employee Performance (A Case Study of Shakarganj Mills Limited Jhang Pakistan) *Interdisciplinary Journal of Contemporary Research in Business*, July, 257.

SEKARAN, U. 1992. *Research Methods for Business: a skills building approach* (2nd Edition). New York: John Wiley & Sons.

SEKARAN, U. 2000. *Research Methods for Business: a skills building approach* (2nd Edition). New York: John Wiley & Sons

SEKARAN, U. 2000. *Research Methods for Business* (3rd Edition). New York: Hermitage Publishing Services.

STANKARD, M.F. 2002. *Management Systems and Organisational Performance: The Search for Excellence Beyond ISO 9000*. S.N: Greenwood Publishing Group.

STATSOFT, INC. 2011. STATISTICA (Software System). {On-line}. Available: <http://www.statsoft.com>. [assessed 09/11/2011].

TAIWO, A.S. 2010. The Influence of Work Environment on Workers Productivity: A Case of Selected Oil and Gas Industry in Lagos, Nigeria. *African Journal of Business Management*, 299 - 307.

ULRICH, D. 2002. Human Resources has to Create Real Business Value. *Management Today*, April, 12 - 18.

VOON, M.L., LO, M.C., NGUI ,K.S. and AYOB, N.B. 2011. The Influence of Leadership Style on Employees' Job Satisfaction in Public Sector Organisations in Malaysia. School of Business and Design, Swinburne University of Technology Sarawak, Malaysia.

WHITELAW, P.A. 2001. Reliability and Validity: The Terrible Twins of Good Research. {On-line}. Available:
http://www.mlq.com.au/Research/Articles/Reliability_Velocity_Article_Paul_Whitelaw.pdf.
[accessed 09/11/2011].

YAMMARINO, F.J. and BASS, B.M. 1990. Transformational Leadership and Multiple Levels of Analysis, Human Relations, 43(10): 975 – 995.

YESUFU, T.M. 2000. The Human Factor in National Development: Nigeria, Spectrum Books Limited, Ibadan, Nigeria.

SECTION TWO: LITERATURE REVIEW

2.1 Organisational Performance/Individual Performance

Organisational performance according to Koontz and Donnell (1993) believe that organisational performance entails achieving such objectives as good profit, quality product, huge market share, good financial results, and survival at a certain period because of a good organisational strategy. Organisational performance involves the performance of the entire employees of an organisation for the sustenance, growth and profitability of the organisation. Individual performance has been explained by Hellriegel, Jackson and Slocum (1999) as the level of work an individual can achieve after much effort has been put into it. This means that even though an individual employee's work performance is relevant, the organisation can only achieve success with the total performance of all the employees. Armstrong and Baron (1998) believe that currently individual performance has become a very important issue in our business environment, that organisations do everything possible to manage it. However, organisations have come to realise that to become effective organisations they require the participation of the entire work force. The focus of organisational performance has shifted from the improvement of individual performance, to the collective performance of all the workers in the organisation (Saifullah et al 2011). Eventually, according to Cummings and Schwab (1973) the individual employee has the option to work or not. For an organisation to perform credibly, its workers must ignore their personal goals, to focus on the goals of the organisation.

2.2 Employee Performance

It could be argued that employee performance is a major contributor to the performance of the enterprise. This is because workers perform a conspicuous role in the success of businesses (Collis and Montgomery, 1995). In other words, the dominant influence on the organisation's performance is an element of the superiority of its workforce. In order for organisations to accomplish their set objectives, they must always initiate better methods of performing their responsibilities which recognise the significance of the human resource as a primary source of competitive advantage. This emphasises the fact that the human resource is so necessary in improving the performance of an organisation (Armstrong and Baron, 1998). The mistake of ignoring the importance of the human resource in organisational performance could be catastrophic because one of the major problems companies encounter is that managers believe their company is always operating at the highest level of efficiency, or that workers contribution is not necessary (Foot and Hook, 1999). However, since organisations have understood that workers are the most important assets in an organisation, performance management has been given priority (Barlett and Ghoshal, 1995). Hence, the importance of employee performance to an organisation's success cannot be over emphasised. It is imperative for managers of organisations in today's dynamic business environment to properly manage employee performance using the various performance management techniques available.

2.3. Performance Management

Herholdt (2012) describes performance management in terms of a partnership, especially between an employee and the manager. As a partnership performance management can be seen as a process where the employee performance is encouraged by the organisation to improve. According to Plachy and Plachy (1988) performance management is not for the measurement of performances but rather a process of communication. In the same vein, Performance management should not be used as a device to compel employees to work better or harder (Herholdt, 2012). Rather it is believed to be the procedure that commences with explaining clearly to each individual worker the overall strategic objectives of the organisation (Amos, Ristow and Ristow, 2004). Hendrey (1995) believes that first- class performance management starts and later develops into a clear understanding of what the organisation expects of the employee.

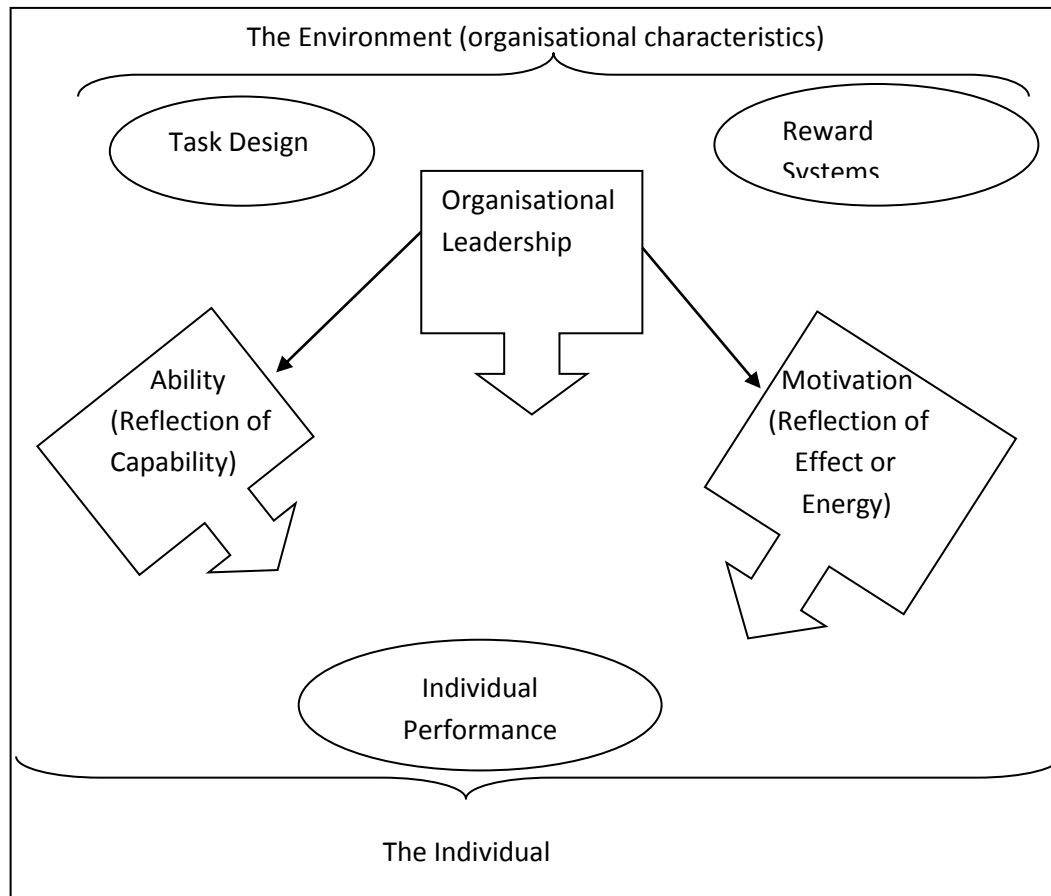
Employee performance is significantly enhanced and is also extremely motivated by a good performance management system. A successful performance management program builds and reinforces open communication between employees and managers (Baird 1986; Plachy & Plachy 1988 in Hayward 2005). In order to avoid the daunting task of performance appraisals or annual reviews, it becomes imperative to create an enabling environment or a level playing field in which employees are empowered to put in their best performance. Such atmosphere hinges on the commitment or support of an organisation's management. It is safe to imply that performance management systems should reward employee development and achievement (Hendrey, 1995). In other words performance management is the total work process that originates when a task is defined. It creates a forum where managers and employees comprehend the organisation's mission and the manner and strategy through which the mission can be accomplished. It is believed that quality performance management has the ability to distinguish between effective and ineffective organisations (Plachy and Plachy 1988).

2.4 Performance Factors

Individual performance factors are described by Schermerhorn, Hunt and Osborn (1994) as the result of the personal attributes of the employee involved, the performance of the employee at work and the organisational support he receives. In the same vein, the product of ability multiplied by motivation is believed to be the result of individual performance (Tosi, Rizzo and Carroll, 1994). In other words these definitions of the performance of an individual buttress the point that individual performance needs to be influenced by something outside of the individual himself. Reinforcing this line of thought, Amos, et al. (2004) argues that performance cannot develop naturally, notwithstanding the workers natural aspiration to perform and be compensated. Individual performance can be enhanced by individual attributes which according to Schermerhorn et al (1994) is made up of demographic, competency, and psychological features. It is pertinent to state that the leadership style within an organisation will definitely influence individual performance (Kotter and Heskett 1992; Maritz 1995). Consequently the style of leadership within organisations has become the reason for the success or otherwise of the business. Robbins and Coulter (1999) believe that if

the trait theory had been successful, it would have become the yardstick for the selection of leaders in organisations. However, research has proven that effective leadership style is directly responsible for how well employees and organisations perform (Saifullah, 2011).

Figure 2.1: The Performance Determinants of an Individual



(Adapted from Hayward, 2005:24)

In Figure 2.1 Hayward (2005) believes ability comes out of capability instinctively, Ability is seen as a stable feature responsible for people’s behaviour in a certain manner while motivation is reflective of energy or effort is dynamic (Hayward 2005). In the dynamism of motivation, it regulates how energetically capabilities will be used in an activity (Cummings and Schwab, 1973 in Hayward 2005). Furthermore, ability and motivation are essential to an extent for a successful work performance, notwithstanding how motivated the individual employee may seem. Likewise an abundance of ability would not yield a successful work performance if the same individual employee is reluctant to perform sufficiently. This position is also held by Vroom (1964) who indicates that the factors that influence individual performance inside the organisation are factors such as the individual’s ability and his willingness to make an effort (motivation). Lastly, organisational leadership depicted in the model above can be described as the leadership style prevailing within the organisation, having a direct and indirect impact on individual employee performance. Hence, in Hall (1996) performance is depicted as a dependent of collective competence (Hall 1996 in

Hayward 2005). Hall (1996) describes the competence process as a three dimensional approach made up of collaboration, commitment and creativity. With regards to collective competence each represents a dimension of organisational policies, practices and procedures (Hall 1996 in Hayward 2005). The individuals that manage the organisation devise conditions responsible for its basic qualities. Thus the managerial action brings forth competence (Hall 1996 in Hayward 2005). The message an organisation's leader imparts may stimulate leaders of the organisation to introduce a competent process which will enable the organisation to meet its performance requirement and adaptive demands (Hall 1996 in Hayward 2005).

2.5 Performance Management at the Courier Company

At the Courier Company under consideration, performance management is viewed as part and parcel of the operational human resource management and development approach. Performance management at the Courier Company requires both managers and employees to develop an understanding of the company's mission statement and operational strategy. In other words, the employees and managers are required to translate the strategic objectives of the organisation to their employees (Amos, et al., 2004). Furthermore, periodically employees and managers alike are reminded of the mission statement of the company and to what extent the mission statement has been achieved. Employees and managers are sent on training courses to enable them acquaint themselves with the mission statement and goals of the company. This means that performance management at the Courier Company incorporates every issue that concerns human resource management designed to develop the effectiveness and efficiency of the employee and the organisation. The company's Performance management system also rewards personal development and achievement (performance Evaluation 2010).

2.6. LEADERSHIP

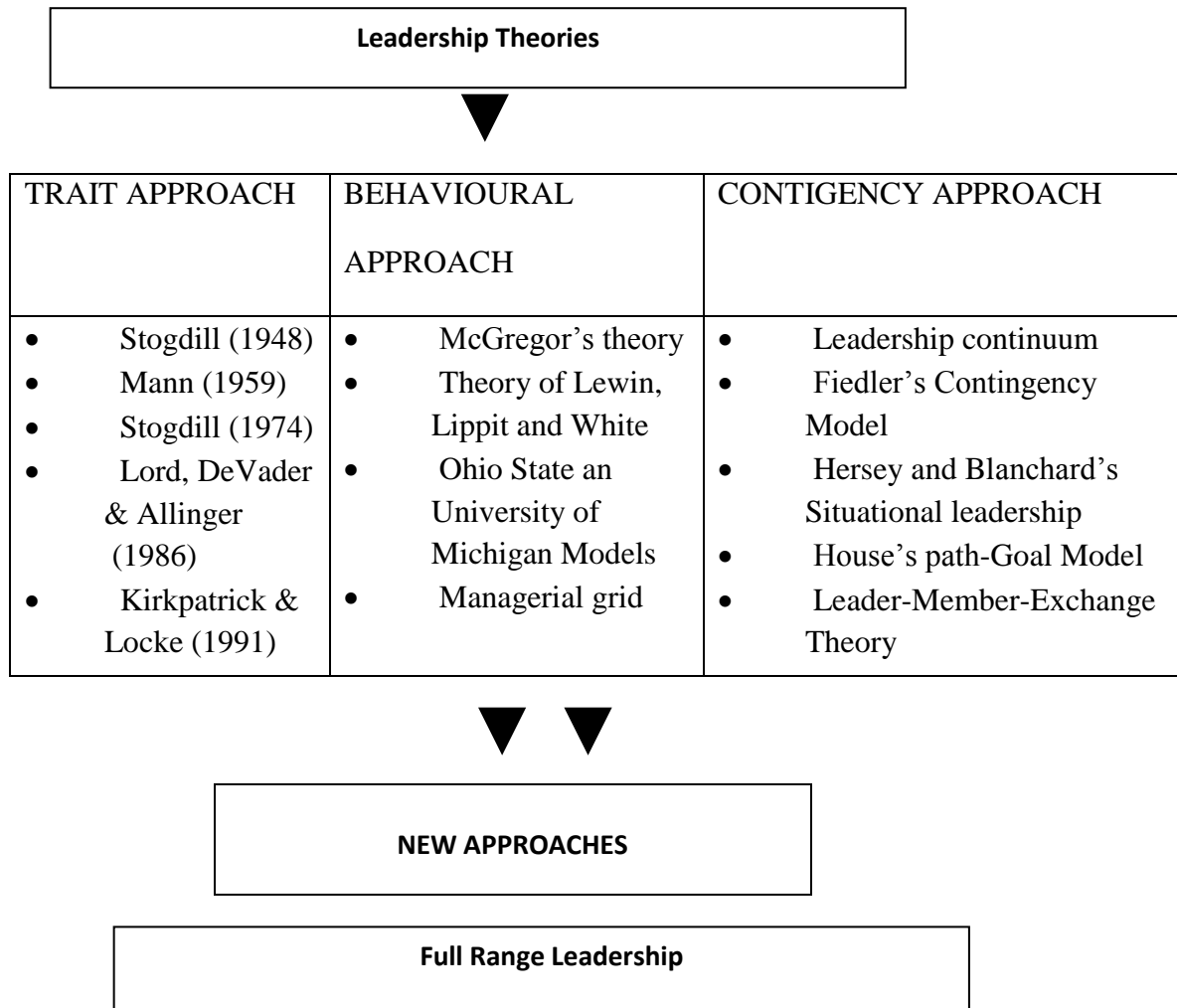
2.6.1 Concept of Leadership

The concept of leadership has numerous explanations (Mullins, 1999). Furthermore, there is agreement in literature that leadership has diverse definitions (Bass, 1990; Nirenberg, 2001). It is clear from the various definitions of leadership that leadership is a complex phenomenon. However we will accept those definitions of leadership that regard leaders as people able to influence others (Bennis and Nanus, 1985). Leadership has also been described as the management tasks that combine both human resources and work performance to achieve the goals of the organisation as productively as possible (Cronje; Toit and Motlatla, 2000).

Leadership has been categorized into either trait, behavioural or contingency theories. These categories represent different leadership behaviours that have been used to influence others at various times. The first leadership behaviour has been attributed to the trait leadership theory. However trait theory was deeply criticised by Stogdill (1948) who argued that traits cannot differentiate leaders and non-leaders in various situations. Hence, there has been a move to a new leadership theory. In order to comprehend this phenomenon, Robbins (1996) identified

the three broad approaches to leadership and the move to a new leadership approach began as shown in figure 2.2. Figure 2.2 can easily be used to understand the metamorphosis of leadership and the move to new approaches in leadership theory.

Figure 2.2: The Basic Leadership Approaches



Adapted from Amos and Ristow (1999: 134)

2.6.2 Trait

Stogdill (1974) showed evidence that certain individuals had certain intrinsic characteristics that made them effective leaders. These traits differentiate leaders from followers and lay emphasis almost entirely on the leaders physical and personality characteristics (Gerber, Nel and Van dyk, 1996). Hence this theory postulates that people are either born or not born with traits of leadership. According to Tosi, Rizzo and Carroll (1986) the relative importance of traits cannot be explained with the trait theory. Researchers began to question the very existence of a unique type of trait that is associated with leadership. This led to the shift in focus to another approach that emphasised the action that occurs between leaders and the

context of work, instead of the mere emphasis on the leadership trait (Riggio, Ciulla and Sorenson, 2003).

2.6.3 Behavioural Approach

Eventually research shifted away from the trait theory into studies of what makes effective leaders effective. This fresh research that focused on leader's behaviour was in every ramification different from the trait approach. This approach, according to Halpin and Winer (1957) concentrates on the way leaders behave in an attempt to understand what successful leaders do and not in what people make of their personality. The behavioural approach to leadership suggests that what influences followers is the leader's behaviour, rather than the leader's personality traits (Shriberg, Lloyd, Shriberg and Williamson, 1997). Hence the behavioural approach to leadership was lengthily researched. Some behavioural models consist of McGregor's Theory X and Theory Y McGregor (1960), the Ohio State and University of Michigan Model Bass (1990), and the Managerial Grid Model (Blake and Mouton, 1964). These models have the following explanation: McGregor's (1960) Theory X and Theory Y model suggested two diverse theories of leadership behaviours, one negative theory which was categorised as theory X and the other, a positive theory categorised as theory Y. These theories both propose that leadership behaviours should be focused on assumptions about employees. The assumption of theory X is the belief that employees do not like work and will dodge it if they can. Hence, McGregor suggests that managerial action included coercing, controlling, and directing. However, McGregor's (1960) assumes that theory Y is incorporated in the belief that employees like to work and can construe work as a positive experience given the enabling condition. In this situation, managerial behaviour consists of inspiring, positive reinforcement and rewards.

The Ohio State and the University of Michigan leadership studies both concentrated on independent elements which they suggested to be employee-oriented leadership and production-oriented leadership (Bass 1990). This research was focused on the behaviours that leader's demonstrated and how they treated their followers (Bass 1990). This theory widened management's concentration to include both people-oriented and task-oriented actions. A model called the managerial grid model was proposed by Blake, Shepard and Mouton (1964). Blake, Shepard and Mouton (1964) appreciated the two-factor model of leadership behaviour which was related to those at Ohio State and the University of Michigan and referred to the model as factors "concern for people" and "concern for output". In other words leaders can display behaviours that belong to any of these two primary classifications (task-oriented or people-oriented) and be associated with the most frequently exhibited behaviour of the two (Blake, Shepard and Mouton, 1964).

2.6.4 Situation/Contingency Approach

The situational approach explains how leaders can be matched to suitable situations. The situational approach to leadership was intended to improve on the trait and behavioural approaches. Mullins (1999) believes that the situational approach focuses on the significance of the situation, as a paramount feature in effective leadership in conjunction with the leader

and the subordinate. Different leadership styles are used in different environments (Hersey and Blanchard, 1988).

2.6.5 New Leadership Approaches

The new theories of leadership evolved in response to the increasingly complicated traditional models (Bass, 1990; Carlton, 1993).

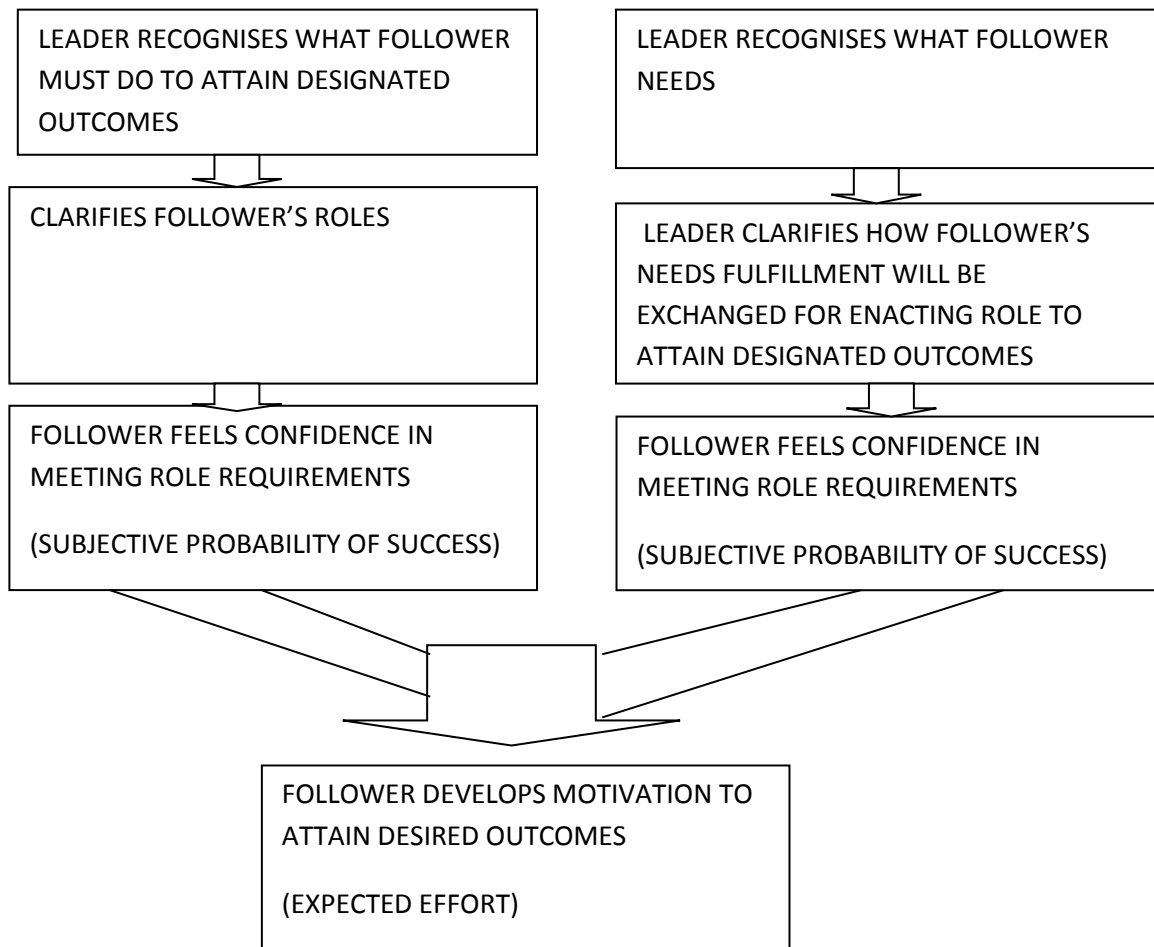
2.6.6 Transactional Leadership

Transactional leadership best describes the reciprocal nature of the relationship between leaders and their subordinates (Burns, 1978). Transactional leadership is renowned for its social learning and social exchange concept, these concepts are associated with the reciprocal nature of leadership (Deluga, 1990). Transactional leadership theory is founded on the understanding that leadership does not necessarily exist in an employee or situation, but in the relationship between the leader and the follower (Burns, 1978). Transactional factors comprise of contingent reward and management- by- exception (Bass, 1990). This transpires where the transactional leader rewards subordinates appropriately for meeting agreed – upon objectives. Transactional leaders utilise compensations to solicit compliance (Bass, 1990). Transactional leaders influence their subordinates to accomplish tasks with rewards and punishments. Hence reward is essential in getting the followers to accomplish the tasks of their leaders (Bass and Avolio, 2000; Mester, Visser and Roodt, 2003). Management – by – exception passive occurs where leaders react and intervene in the performance of their subordinates once the standards are not met or errors occur. While management – by – exception active occurs where leaders keenly monitor subordinates for deviations and errors in their performance (Bass and Avolio, 2000).

Transactional leadership arises as soon as the leaders approach followers either to rectify a problem or to set up an agreement with the intention of achieving better results. Furthermore, transactional leadership focuses on the subordinate's use of work activities as instruments to achieve their individual goals while alongside contributing to the organisational goals (Brand, Heyl and Maritz, 2000). Management – by exception active is more active and effective than management – by – exception passive (Bass and Avolio, 1994).

Laissez – faire leadership style has been categorised as both passive and ineffective since the leader is largely uninvolved and avoids leading (Bass and Avolio, 1994). Transactional leaders are accustomed to stabilised business environments that has little in terms of competition, as characterised by the business environment of the years preceding the 1980s (Tichy and Devanna, 1986). Furthermore, Howell and Avolio (1993) believe that in a stabilised business environment, even though the transactional leaders are capable of implementing new changes or ideas that can be beneficial to the business, but rather than change the status quo, the transactional leader prefers to leave things the same way they were.

Figure 2.3: Transactional Leadership Process



Extract from: Transactional leadership process (Bass, 1985)

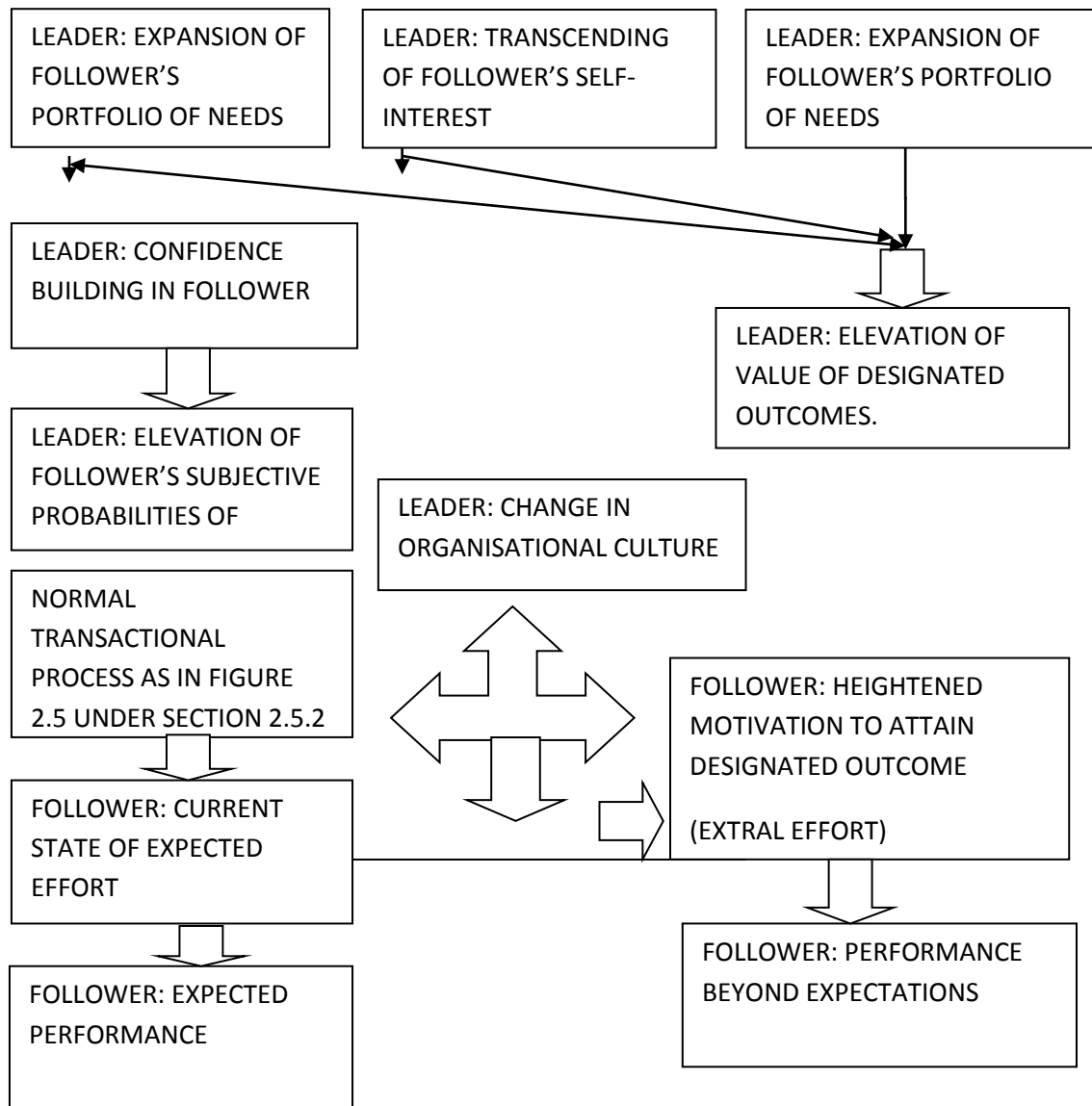
2.6.7 Transformational Leadership

Burns (1978) believes that transformational leadership encourages leaders and their followers to partake in attaining higher level goals by harmonising their effort to bring about major changes. The transformational leaders' activity initiates the intrinsic and not extrinsic, motives of followers which is different from transactional leadership. The transformational leader appeals to the principles and morals of followers to encourage them to attain their greatest accomplishments. This behaviour encourages their followers towards the accomplishment of the organisational goal, without any reward or punishment associated with the outcome. This is a total contrast from transactional leadership that compensates or punishes the followers according to the outcome of the follower's work (Senior, 1997). Reinforcing this view, Brand, Heyl and Maritz (2000), believe that transformational leadership is interested in changing their follower's attitude towards work. Furthermore, transformational leaders motivate their followers to have the same vision as their organisation (Cacioppe, 1997). Again, transformational leaders bring together the people and the system to usher in a sense of integrity in the organisation (Hughes, Ginnett and Curphy, 1994). This has

made Transformational leadership one of the most researched leadership models (Bass, 1985). It might be because transformational leaders motivate their followers to go the extra mile by appealing to their moral values.

The literature of (Ramachandran and Krishnan, 2008; Hater and Bass, 1988 in Hayward, 2005) confirms that transformational leadership style accomplishes more from their employees in terms of work performance and the feeling of commitment. In addition, research finding shows that transformational leadership is strongly associated with leaders' effectiveness (Bass, 1998). Furthermore, there is evidence that transformational leadership is an extension of transactional leadership hence a leader may have varying degrees of both behaviours (Pruijn and Boucher, 1994; Bass, 1997; Ristow, 1998).

Figure 2.4: Transformational leadership Process



Transformational leadership process (Bass, 1985)

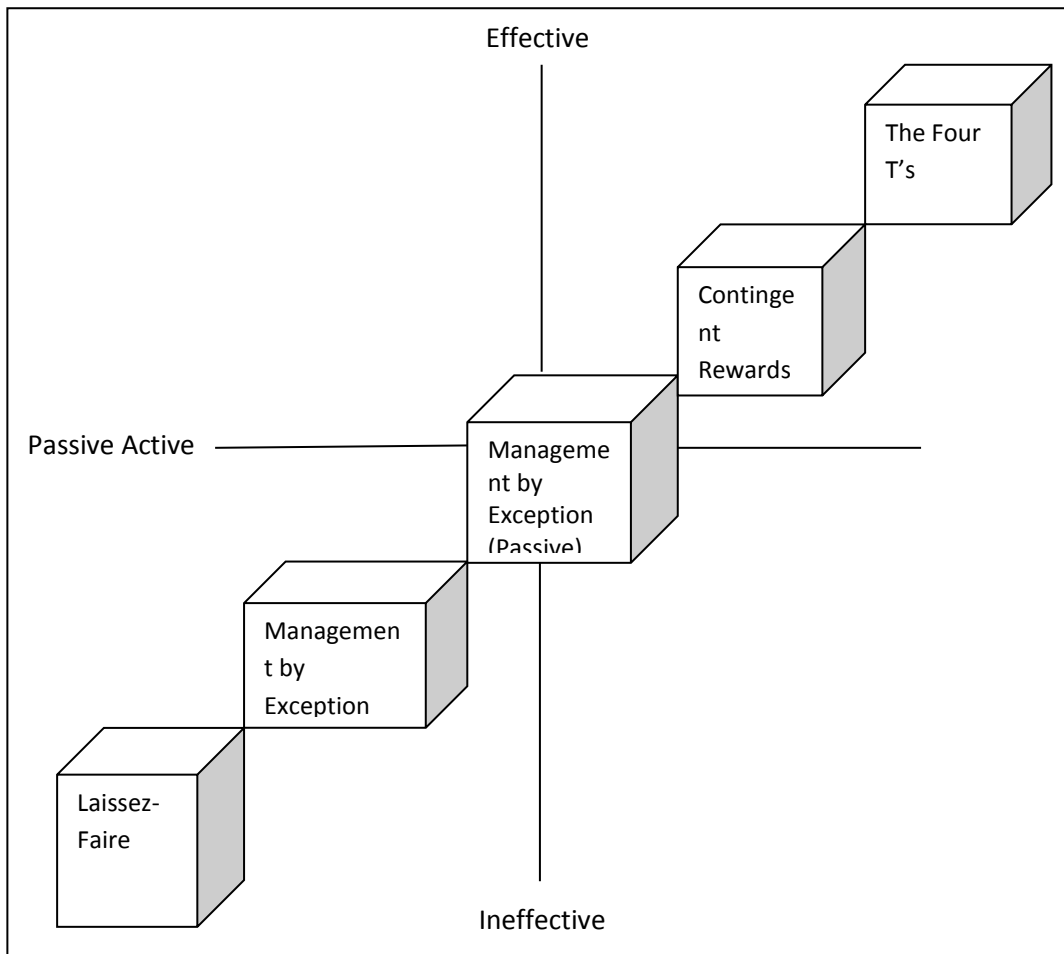
As in Figure 2.4, transformational leaders are renowned for the motivation of their followers to go the extra mile to meet organisational goals. Hence the transformational leadership behaviour increases the follower's need hierarchy, beyond his physiological, safety (security) and social needs to his self-esteem and self-actualization needs. The transformational leader utilises his superior leadership style and the follower's needs hierarchy to build confidence in his followers and change the organisational culture (Bass, 1985; 1990). Compared to the transactional approach, the transformational leadership followers are in the best position and increase their performance beyond the expected levels, as followers go the extra mile to accomplish the organisational goals (Bass, 1985; 1990).

2.6.8 Full Range Leadership Development Model

Bass and Avolio's (1997) Full Range leadership Development Model comprise of seven leadership behaviours that an effective leader should possess. It further explains the different transformational and transactional and non-transactional leadership behaviours and represents such phenomenon as active, passive, effective and ineffective leadership styles within organisations. The model also displays the numerous occasions each of these behaviours are used by leaders in organisations. The seven leadership factors are grouped in the order of their leadership styles (Bass and Avolio, 1994). The transactional factors that metamorphosed from the full range leadership development model comprise of contingent reward and management-by-exception. Contingent reward can easily be explained as the interaction between the leader and his follower where the leader uses such devices as rewards, promises and praises to influence his followers to accomplish their organisational goals. However, the problem with it is that leaders will not get their followers to go the extra mile to accomplish the organisational goals. Management-by-exception behaviour on the other hand usually leads to high employee turnover, poor work attendance, and all other vices associated with poor work satisfaction. In the chart illustrated by the full range leadership development model, laissez-faire is considered the least effective of all the leadership behaviours (Bass and Avolio, 1990b; Bass and Avolio, 1997).

There are four dimensions of the transformational leadership behaviour considered to be enthusiastic and effective styles of leadership (Bass and Avolio, 1994). These according to Bass (1990) are made up of idealised influence, intellectual stimulation, individualised consideration and inspirational motivation. These have been referred to as the Four I's (Bass, 1990). Yukl (1998) describes idealised influence (Charisma) as the behaviour that brings out a strong follower response and rapport with the leader. Furthermore, Bass and Avolio (2000) believe that idealised influence can make leaders role models of their followers. The leaders who practice idealised influence easily instil pride in their followers and command respect (Bass and Avolio 1990). Inspirational motivation involves inspiring great performances in followers through communication (Bass, 1997). Individualised consideration occurs when leaders treat employees as individuals in order to improve skills. This relationship between the leader and the followers leads to mentoring, care, reassurance and training of followers (Yukl, 1998). These leaders listen to the individual concerns of their followers and also consider their growth and development in the organisation. Lastly intellectual stimulation occurs when leaders encourage their followers' effort to be creative and innovative by querying assumptions and providing solutions to problems (Bass and Avolio 2000).

Figure: 2.5 The Full Range Leadership Development Model



(Bass and Avolio, 1994:5)

2.6.9 Laissez-faire Leadership Style (Non-Transactional)

Transformational and transactional leadership use a variety of different approaches to avert problems. When investigating these forms of leadership behaviours, another form of leader behaviour called laissez-faire leadership comes to mind. The laissez-faire leader has been categorised as an extremely inactive leader who will never correct subordinates (Deluga, 1990). Hence the laissez-faire leadership behaviour portrays a lack of leadership.

Leadership is quite different from management. This is because leadership is relationship oriented while management is task oriented. Leadership is the main difference between average and excellent organisations all over the world (Charlton, 1993). Table 2.0 has a comparison of these two approaches.

Table 2.0 Leadership vs. Management

Category	Management	Leadership
Change	<ul style="list-style-type: none"> • Peacemakers-maintenance work, Sustaining the present • Repeats and follows what is desirable and necessary • Administers • First order change 	<ul style="list-style-type: none"> • Pacemakers-fostering change and creating the future • People think about what is desirable and necessary • Innovates • Second order (fundamental change)
People	<ul style="list-style-type: none"> • Relies on systems 	<ul style="list-style-type: none"> • Relies on people
Attention	<ul style="list-style-type: none"> • Does things right 	<ul style="list-style-type: none"> • Does the right things right
Planning	<ul style="list-style-type: none"> • Thinks of today 	<ul style="list-style-type: none"> • Strategic thinking – day After tomorrow
Thinking	<ul style="list-style-type: none"> • Focus on present • Focus on getting things done • Events (reactive) 	<ul style="list-style-type: none"> • Vision of the future and Strategy to get there • Systemic structure patterns underlying behaviour
Role	<ul style="list-style-type: none"> • Brings about implementing • Dressmaker • Pupil • You serve me 	<ul style="list-style-type: none"> • Influencing, guiding • Designer (vision, social architecture) • Teacher (more insightful views of reality challenging assumptions) • Steward (attitude of serving others)
Attitudes to goals	<ul style="list-style-type: none"> • Impersonal, if not passive attitude • Goals arise out of necessity • External locus of control • Responds to change • Expectations ('you owe me') 	<ul style="list-style-type: none"> • Active attitude to goals • Influencing and changing organisation • Internal locus of control • Exercise personal choice and responsibility for change and creating the future • Aspirations ('I can create')

Meaning	<ul style="list-style-type: none"> Respond to meaning 	<ul style="list-style-type: none"> High degree of personal meaning Manage and create meaning.
Work	<ul style="list-style-type: none"> Reliant on planning, Budgeting and other tools of management Instinct for Survival dominates need for risk 	<ul style="list-style-type: none"> Prepared to invest faith in others, excitement, risk opportunity Faith in key executive's Judgement. Focus on meaning as the foundation of motivation.
Inter-personal	<ul style="list-style-type: none"> Maintains low level of emotional involvement task orientated 	<ul style="list-style-type: none"> Ability to empathise – send and receive feedback
Sense of self	<ul style="list-style-type: none"> Sees self as conservatives regulator of an existing order of affairs with which he/she personally identities. 	<ul style="list-style-type: none"> Sense of self does not depend on membership, work roles or social indicators of identity. Seeks opportunity for change.
Motivation	<ul style="list-style-type: none"> Threat – ‘Big Stick’ Rewards – ‘Carrots’ 	<ul style="list-style-type: none"> Develops intrinsic motivation Creates purpose/hope
Power	<ul style="list-style-type: none"> Win/lose orientation Relies on control 	<ul style="list-style-type: none"> Expandable-pie orientation Gives power to get power Counts on trust.

Extract from: Leadership vs. Management (Charlton, 1993)

2.7.0 Effect of Leadership on Performance

The leadership style prevalent in an organisation is one of the elements that play an important role in improving or reducing the interest and commitment of the workers in the organisation. For example transactional leadership assists organisations accomplish their current objectives more excellently by connecting job performance to cherished compensations and by confirming that employees have the materials required to implement the job (Zhu, Chew and Spengler, 2005). On the other hand for transformational leadership style, the employees have a feeling of admiration, trust, loyalty and respect towards their leader, and are motivated to go the extra mile in the performance of their duties (Bass 1985; Katz & Kahn, 1978). Ultimately leadership is the main phenomenon behind improvement in workers performance in an organisation. Thus, the success of any business venture depends largely on its leadership capability. This is why Waldman, Bass, and Einstein (1987) showed that the performance

appraisal of employees who had a transformational leader was much higher. In the same vein it was also demonstrated that the leaders' superiors judged those leaders described as transformational rather than transactional as better leaders (Yammarino and Bass 1989). Hence, to many people organisational leadership is a major factor responsible for the achievement or otherwise of the organisation. In other words "organisations reflect their leadership" (Maritz, 1995). In fact, according to Maritz (1995) in Hayward (2005) it takes a quality organisational leadership to influence employees to employ their expertise and commitment in the work of the organisation. This is because only winning leaders know what can motivate their employees and how in turn the employee's strengths and weaknesses impact on their day to day decisions, actions and relationships (Cummings and Schwab, 1973). In spite of the fact that transformational leadership has been identified as the leadership style that impacts the greatest on employee performance, there have been studies that included leadership qualities and approaches conducted to confirm the greatest leadership style that could not successfully state the exact characteristics that effective leaders possessed. According to Cronje, Toit and Motlatla (2000) most of these studies concluded that effective leadership was not a function of any set of characteristics, rather it depended on how the leader's personal characteristics fitted the situation. However, there have been other research findings that clearly show that transformational leadership impacts on employee performance positively, and consequently determines organisational performance (Bass and Avolio, 1994; Ristow, 1998). Furthermore, Ristow (1998) states clearly that transactional leaders succeed in developing markets devoid of competition, but this is not the same as today's markets which are characterised by aggressive rivalry and limitations in business resources. As a result of the research work by Pruijn and Boucher (1994) it is accepted that transformational leadership is an extension of transactional leadership. The difference we can detect between these theories according to Bass and Avolio (1994) is that the work performance of the followers of transformational leadership is beyond what was anticipated, while that of transactional leadership, is as expected.

In addition research evidence has also plainly indicated the greater effectiveness of transformational leaders over transactional leaders, regardless of the way "effectiveness" has been defined (Brand, et al., 2000). In the same vein, research evidence from the retail and manufacturing sector of South Africa, as well as the American, Canadian and German armed forces indicate the positive influence of transformational leaders (Brand, et al., 2000). Again the effectiveness of transformational leadership can be reinforced by the research work of Ristow, Amos and Staude (1999), which confirmed the effectiveness of transformational leadership in a South African cricketing environment. Furthermore, research conducted in the financial industry of Canada reaffirmed that transformational leadership is strongly linked with individual or organisational performance than transactional leadership (Meyer and Botha, 2000). These reinforce the findings of Dubinsky, Yammarino and Jolson (1995) that transformational leadership has been found to produce improved employee performances in many organisations.

These research findings (Hellriegel, et al., 2004; Dubinsky, Yammarino, Jolson, 1995; Brand, Heyl and Maritz, 2000) all support the findings proposing the strong, positive effects

transformational leaders have on the effectiveness of their followers. One can conclude that this research on the relationship between leadership and employee work performance can be useful in influencing how future training can be conducted in the Courier Company under consideration.

REFERENCES

- AMOS, T.L., RISTOW, A, and RISTOW, L. 2004. Human Resource Management (2nd Edition). Lansdowne: Juta and Co Ltd.
- ARMSTRONG, M. and BARON, A.1998. Performance Management – The New Realities. London: IPD.
- BARTLETT, C.A. and GHOSHAL, S.1995. Changing the Role of Top Management: Beyond Systems to People. Harvard Business Review. 73 (3): 132-142.
- BASS, B.M.1985. Leadership and Performance Beyond Expectations. New York: Free Press.
- BASS, B.M. 1990a (3rd Edition). Bass and Stogdill's handbook of leadership: Theory, Research and Managerial Applications. New York: The Free Press.
- BASS, B.M 1990b. From transactional to transformational leadership: Learning to share the vision, Organizational dynamics. 18: 19 - 31.
- BASS, B.M.1998. Transformational Leadership: Industrial, Military, and Educational Impact. Mahwah, New Jersey: Lawrence Erlbaum Associates.
- BASS, B.M. and AVOLIO, B.J. 1994. Improving Organisational Effectiveness: Through Transformational Leadership. California: Sage.
- BASS, B.M. and AVOLIO, B.J. 1997. Full Range of Leadership Development: Manual for the Multi-Factor Leadership Questionnaire. California: Mind Garden.
- BASS, B.M. and AVOLIO, B.J. 2000. Multifactor Leadership Questionnaire. Redwood City. Mind Garden Inc.
- BENNIS, W. and NANUS, B 1985. Leaders: The Strategies for Taking Charge. New York: Harper and Row.
- BLAKE, R. R. and MOUTON, J. S. 1964. The Managerial Grid. Houston: Gulf Publishing.
- BLAKE, R. R., SHEPARD, H. A. and MOUTON, J. S. 1964. Managing intergroup conflict in industry. Houston: Gulf Publishing.
- BRAND, C., HEYL, G. and MARITZ, D. 2000. Leadership. In Hayward, B. 2005. Relationship Between Employee Performance, Leadership and Emotional Intelligence in a South African Parastatal Organisation, Thesis Submitted for the Award of MBA, Rhodes University, Grahamstown.

BURNS, J.M. 1978. Leadership. New York: Harper and Row Publishers.

CACIOPPE, R. 1997. Leadership Moment by Moment. Leadership and Organisational Development Journal. 18 (7): 335-345.

CHARLTON, G. 1993. Leadership: The Human Race (2nd Edition). Kenwyn: Juta and Co. Ltd, P. O. Box 14373.

CRONJE, G.J., DU TOIT, G.S and MOTLATLA, M.D. 2000. Introduction to Business Management (5th Edition) South Africa, Oxford University Press Southern Africa, Cape Town.

CUMMINGS, L.L and SCHWAB, D.P. 1973. Performance in Organisations: Determinants and Appraisal. In Hayward, B. 2005. A Thesis Submitted for the Award of MBA degree, Rhodes University, Grahamstown.

DELUGA, R. J. 1990. The Effects of Transformational, Transactional and Laissez Faire Leadership Characteristics on Subordinate Influencing Behaviour, Basic & Applied Social Psychology, 11(2): 191 -203.

DUBINSKY, A.J., YAMMARINO, F.J. and JOLSON, M.A. and WILLIAM D.S. 1995. Transformational Leadership: An Initial Investigation in Sales Management, Journal of Personal Selling and Sales Management, 15(2): 17 - 31.

FOOT, M. and HOOK, C. 1999. Introducing Human Resources Management. London: Longman.

GERBER, P.D., NEL, P.S. and VAN DYK, P.S. 1996. Human Resource Management (3rd Edition). Johannesburg: International Thomson Publishing.

HALPIN, A. W. and WINER, B. J. 1957. A Factorial Study of the Leader Behaviour Description. Leader Behavior: Its description and measurement. R. M. Stogdill and A.E. coons. Columbus, Bureau of Business Research, Ohio State University.

HATER, J.J. and BASS, B.M. 1988. Superiors Evaluations and Subordinates Perceptions of Transformational and Transactional Leadership. Journal of Applied Psychology. 20 (1): 695-702.

HAYWARD, B. 2005. Relationship Between Employee Performance, Leadership and Emotional Intelligence in a South African Parastatal Organisation, Thesis Submitted for the Award of MBA, Rhodes University, Grahamstown.

HELLRIEGEL, D., JACKSON, S.E., SLOCUM, J.W., STAUDE, G., AMOS, T., KLOPPER, H.B., LOUW, L. and OOSTHUIZEN, T. 2004. Management: Second South African Edition. Cape Town: Oxford University Press Southern Africa.

HELLRIEGEL, D., JACKSON, S.E. and SLOCUM, J.W. 1999. Management. Cincinnati: South - Western College Publishing.

HERHOLDT, J. 2012. Managing Performance in Organisations: Articles from the Human Capital Review. Randburg: Knowres Publishing (Pty) Ltd. South Africa.

HERSEY, P. and BLANCHARD, K. 1988. Management of Organisational Behaviour: Utilising Human Resource (5th Edition). Englewood Cliffs: Prentice-Hall.

HOWELL, J.M. and AVOLIO, B.J. 1993. Transformational Leadership, Transactional Leadership Locus Control and Support for Innovation: Key Predictors of Consolidated Business Performance. Journal of Applied Psychology. 78 (1): 891-902.

HUGHES, R., GINNETT, A. and CURPHY, G. 1994. Leadership: Enhancing the Lessons of Experience. New York: The Free Press.

KOONTZ, H. and DONNELL, C. 1993. Introduction to Management. McGRAW-HILL Inc. New York.

KOTTER, J. and HESKETT, J. 1992. Corporate Culture Performance. New York: Free Press.

MARITZ, D. 1995. Leadership and mobilising potential, Human Resource Management, 10(1): 8 -16.

MCGREGOR, D. 1960. The Human Side of Enterprise. New York: McGraw-Hill.

MESTER, C., VISSER, D. and ROODT, G. 2003. Leadership Style and its Relation to Employee Attitudes and Behaviour. SA Journal of Industrial Psychology. 29 (2): 72-80.

MEYER, M and BOTHA, E. 2000. Organisation Development and Transformation in South Africa. Durban: Butterworths.

MULLINS, L. 1999. Management and Organisational Behaviour. London: Pitman Publishing.

NIRENBERG, J. 2001. Leadership: A Practitioner's Perspective on the Literature. Singapore Management Review, 23 (1): 1-33.

PLACHY, R.J. and PLACHY, S.J. 1988. Getting Results from your Performance Management and Appraisal System. New York: Amacom Publishers. 135 West 50th Street, NY 10020.

PRUIJN, G.H.J. and BOUCHER, R.L. 1994. The Relationship of Transactional and Transformational Leadership to the Organisational Effectiveness of the Dutch National Sports Organisations, *European Journal of Sports Management*, 1:72 – 87.

RAMACHANDRAN, S. and KRISHNAN, V.R. 2008. Effect of Transformational Leadership on Followers' Affective and Normative Commitment: Culture as Moderator. Paper Presented at the Annual Conference of the Administrative Sciences Association of Canada, Halifax (Nova Scotia).

RIGGIO, R. E., CIULLA, J. and SORENSON, G. 2003. Leadership education at the undergraduate level: A liberal Arts Approach to Leadership development. In Murphy S.E. and Riggio, R.E. (Eds). *The future of Leadership development*. Mahwah, NJ: Lawrence Erlbaum Associates.

RISTOW, A. 1998. Transformational Leadership and Organisational Effectiveness in the Administration of Cricket in South Africa. Unpublished MComm thesis. Grahamstown: Rhodes University

RISTOW, A. AMOS, T. and STAUDE, G. 1999. Transformational Leadership and Organisational Effectiveness in the Administration of Cricket in South Africa. *South African Journal of Business Management*, 30 (1): 1 – 5.

ROBBINS, S.P. 1996. *Organisational Behavior* (7th Edition). Englewood Cliffs: Prentice Hall.

ROBBINS, S.P. and COULTER, M. 1999. *Management* (6th Edition). New Jersey: A Simon & Schuster Company, Upper Saddle River, New Jersey 07458.

SAIFULLAH, M., RIAZ, A., RASHID, M. and SALMAN, Z. 2011. Leadership Styles and Employee Performance (A Case Study of Shakarganj Mills Limited Jhang Pakistan) *Interdisciplinary Journal of Contemporary Research in Business*, 57.

SCHERMERHORN, J.R., HUNT, J.G. and OSBORN, R.N. 1994. *Managing organizational behaviour* (5th Edition). New York: John Wiley & Sons, inc.

SHRIBERG, A. LLOYD, C., SHRIBERG, D. and WILLIAMSON, M. 1997. *Practicing Leadership: Principles and Applications*. New York: John Wiley and Sons.

STOGDILL, R.M. 1948. Personal Factors Associated with Leadership: A Survey of the Literature. *Journal of Psychology*. 25, 35-71.

STOGDILL, R.M. 1974. Handbook of Leadership: A Survey of Theory and Research. New York: The Free Press.

TICHY, N.M. and DEVANNA, M.A. 1986. The Transformational Leader. New York: John Wiley and Sons.

TOSI, H. L., RIZZO, J. R. and CARROLL, S. J. 1986. Managing organizational behaviour. Marshfield, MA: Pitman.

WALDEN, D.A., BASS.B.M. and EINSTEIN, W.O. 1987. Leadership and Outcomes of Performance Appraisal. Journal of Occupational Psychology. 60: 177-186.

YUKI, G. 1998. Leadership of Organisations. Englewood Cliffs: Prentice-Hall.

ZHU, W., CHEW, I. and SPANGLER, W. 2005. CEO Transformational Leadership and Organisational Outcomes: The Mediating Role of Human-Capital-Enhancing Human Resource Management. The Leadership Quarterly, 16(1): 39-52.

SECTION THREE: METHODOLOGY

3.0 Research goal and Hypotheses

The goal of this research is to examine the relationship between leadership within the Courier Company under consideration and individual performance. The goal of the research is also to test the validity of the MLQ in Nigeria.

3.1. Hypotheses

The various hypothesis of this study focus on the relationship between the leadership and the employee work performance of the Nigerian Courier Company. The findings of this research will influence future leadership training within the company.

3.2. Hypothesis One

H₀₁: There is no significant positive linear relationship between transformational leadership and employee work performance

H_{a1}: There is a significant positive linear relationship between transformational leadership and employee work performance

3.3. Hypothesis Two

H₀₂: There is no significant positive linear relationship between transactional leadership and employee work performance

H_{a2}: There is a significant positive linear relationship between transactional leadership and employee work performance

3.4. Hypothesis Three

H₀₃: There is no significant positive linear relationship between non-transactional leadership and employee work Performance

H_{a3}: There is a significant positive linear relationship between non-transactional leadership and employee work Performance

3.5. Quantitative Research

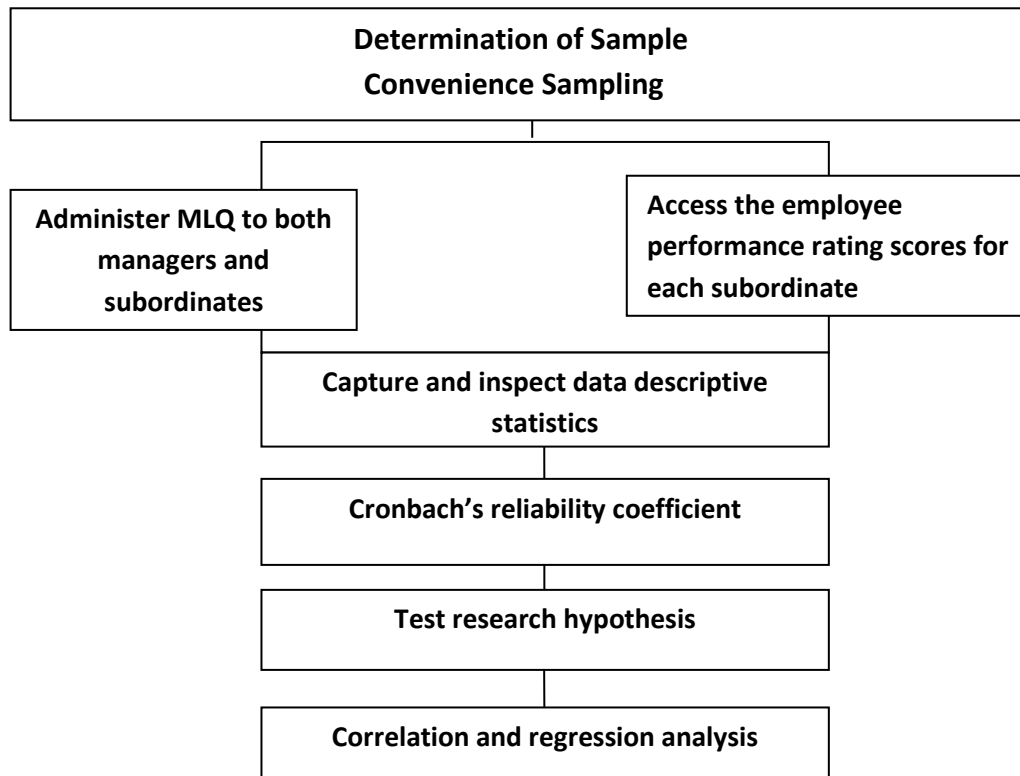
This research is of the post positivist paradigm. This is because of the independence of the researcher to critically evaluate, analyse and generalise the evidence obtained from the data investigated (Remenyi and Williams 1996). A quantitative method of investigation was used to determine the relationship between a dependent variable (employee performance) and

three independent variables namely: transformational, transactional and non – transactional leadership.

3.6. Research Design

Research design defines “a plan, blueprint or guide for data collection and interpretation” (Adams & Schvaneveldt, 1985: 103). The diagram below indicates the research method proposed for the research.

Figure 3.1 A Diagram Showing the Research Method



3.7. Research Population

The research population for this research comprised of 200 employees of the Nigerian Courier Company. Research population refers to a group generalised or the selected group of people that are part of the sample size of the study (Trochin 2000). The research comprised of 156 respondents of which 36 were leaders and 120 subordinates of the company’s Niger Delta region. A sample size of 156 raters was chosen for the research.

3.8. Instruments of Measurement

The MLQ (Bass and Avolio, 1997) and the company’s performance appraisal process (Performance Evaluation, 2010) were the main instrument used to gather data in this research. (See 3.9 and 3.1.1 below). The MLQ was made available to the researcher by a

consulting organisation – TalentLine Consulting Group, South Africa. The Courier Company gave the researcher their own staff evaluation of performance data for the research.

3.9. Multifactor Leadership Questionnaire

The MLQ used in this study is a replica of the one formulated from the Full Range Leadership Development Theory (Bass and Avolio, 1997). As a proof of validity and reliability, the MLQ has been tested successfully since 1985 (Bass and Avolio 1989; Yammarino and Bass 1990; Pruijn and Boucher 1994; Avolio, Bass and Jung 1995). This has led to the development of many versions of the questionnaire. For this research, the MLQ (2009) version has been utilised.

The MLQ describes and measure different leadership behaviours within the Nigerian courier company under investigation. Transformational leadership is associated with seven dimensions of leadership.

Transactional leadership on the other hand is linked with factors termed contingency reward and management – by – exception.

The MLQ uses a scale of 0 to 4 to rate respondents as follows:

- Zero represents, not at all
- One represents, once in a while
- Two represents, sometimes
- Three represents, fairly often, and
- Four represents, frequently if not always.

The MLQ consists of two versions, one version of the questionnaire is administered to managers to describe their own leadership style, whilst the other questionnaire which consists of exactly the same statements, are administered to perspective raters to describe the leadership style of the leaders. Every participant in the study was required to indicate the frequency of the leadership behaviours described in the statement (Bass and Avolio, 1997). These descriptions were to be made in the ‘leader version’ and ‘rater version’ respectively of the MLQ. In the research study, the MLQ was administered to both leaders to rate themselves and the subordinates to rate the leaders of the company.

3.1.0 Reliability and Validity (MLQ)

Reliability and validity are paramount when evaluating or formulating a particular instrument. Validity is associated with reliability and the level of consistency of an instrument (Babbie & Mouton, 2001). The MLQ instrument has at numerous occasions been tested for reliability and validity (Prujn and Boucher, 1994). Bass and Avolio (1989) and Yammarino and Bass (1990) have all on different occasions attested to the content and concurrent validity of the MLQ. Avolio and Bass (1997) also proved the validity of the MLQ instrument. Furthermore, numerous test and retests have authenticated the reliability of the MLQ methods (Bass and Avolio, 1997). Bass and Avolio (1997) believe that the outcome of these test – retest studies verify the reliability of the MLQ instrument in the measurement of

transformational, transactional and non – transactional leadership components. In addition, the Cronbach's alpha reliability coefficients calculated by Pruijn and Boucher (1994) further corroborate the reliability of the MLQ instrument. The validity and reliability of the MLQ instrument was also confirmed in South Africa. Ackerman, Scheepers, Lessing and Dannhauser (2000) reproduced the MLQ factors associated with transformational leadership. Bass and Avolio (1997) and Whitelaw (2001) believe the MLQ is a valid and reliable instrument that has been used several times around the world.

3.1.1. Employee Performance Instrument

The Nigerian Courier Company's performance appraisal instrument was used to record the dependent variable, employee work performance. The company's performance appraisal instrument evaluates the following competency behaviours: customer orientation, business acumen, cross border thinking, constructive challenge, building and leading teams, building and managing partnerships and commitment to excel (Performance Evaluation, 2010).

The work performance of each employee of the company is appraised every year. The appraisal instrument content includes each employee's name, employee number, period of evaluation and the evaluation report. The company holds two performance discussion sessions every year with every worker in the company. In these discussions between the employees and their superiors the employees' progress in the company is discussed and evaluated. The employee responds to a number of evaluation questions on the performance evaluation instrument of the company. Their responses are categorised according to the performance appraisal factors and analysed. These form the basis for the employee's final assessment of their work performance for the year (Performance Evaluation, 2010). The performance appraisal factors of the company consist of competency behaviour such as, customer orientation, business acumen, cross border thinking, constructive challenge, building and leading teams, building and managing partnerships and commitment to excel (Performance Evaluation, 2010). The performance appraisal procedure included the analysis of the employees' responses using a 5 point Likert scale. In other words, the company employees were instructed to mark the appropriate responses to questions which were based on the appraisal factors stated above. The factors rated indicate the following: 0 being for not applicable, 1 for does not meet, 2 being for partially meets, 3 for fully meets, 4 being for exceeds and 5 being for far exceeds Each of the 120 subordinate responses used in this research are drawn from the 2009 performance appraisal scores, since the 2010 performance appraisal process had not been completed at the time our research analysis commenced.

3.1.2. Data Collection

According to Bless and Higson-Smith (2000) observation, interviews and questionnaires are the methods of collecting data frequently used. Also according to Sekaran (2000), questionnaires are essential instruments for data collection where the researcher understands what is required of him and also how to evaluate the significant variables. Questionnaires can be sent to respondents either by email, post or by electronic means (Sekaran, 2000).

The MLQ questionnaires for this thesis were electronically distributed to the company's human resource department because of logistic problems. The questionnaires were sent from South Africa to the Courier Company's human resources head office in Nigeria after a number of international phone calls had been made to the Nigerian company over the issue. This particular method of collecting information was necessary because of distance and time constraints. The company's human resource distributed the copies of the questionnaire to their employees through the company's internal distribution system. Covering notes were written and attached to the questionnaires (see Appendix B). Instructions were also sent to the Courier Company on how to complete the questionnaire, and duration of two weeks was allowed for the activity to be concluded.

3.1.3. Data Capturing

The scores obtained from the questionnaires were imported into Statistica (a data analysis product).

3.1.4. Data Analysis

Once the data had been collected, statistical techniques were employed to analyse the data (StatSoft, 2011). In order to test the hypothesis, a two tailed Pearson correlation analysis was utilised to test the hypothesis used for the research (StatSoft, 2011). The strength of the relationship and the level of significance between the dependent and independent variables in the Courier Company was determined using the correlation analysis.

3.1.5. Cronbach's Alpha Coefficient

In this research analysis, the strength of the relationship between employee performance and leadership (transformational, transactional and non-transactional) will be tested using correlation analysis. This is because the linear relationship which exists between two quantitative variables is obtained by assessing the variations in one variable. This will also show the variations in the other variable (Sekaran 2000).

Correlation coefficient (r) will then ascertain the linear relationship between the variables employee performance and leadership and this quantity will vary between negative one and positive one (Bryman and Cramer, 1990). Therefore, the closer r gets to point zero (0), the weaker the relationship between the variables employee performance and leadership (Bryman and Cramer 1990). In the same vein, the nearer r gets to the point of unity (- or +) the stronger the relationship between the variables employee performance and leadership (Bryman and Cramer, 1990). Additionally, on the relationship between employee performance and leadership, any coefficient above 0.8 is a strong relationship, while a coefficient between 0.5 and 0.8 is a modest relationship and the one below 0.5 is considered a weak relationship (Devore and Peck, 1993).

Furthermore, the p-value (statistical significance level) is generated. The higher the p-value the less reliable the relationship between employee performance and leadership. The p-value is the probability of error normally utilised in making valuable observation about the validity of the result as a representation of the population (Maccoll, 2004).

In this research, the researcher WILL REJECT the null hypothesis where the p-value is less than 0.05 and according to Sekaran (2000) conclude that a significant relationship exists between employee performance and leadership. In the same vein, where the p-value is greater than 0.05, the researcher WILL FAIL TO REJECT the null hypothesis and conclude that there is no significant relationship between the employee performance and leadership (Sekaran 2000).

The next stage was the calculation of Cronbach's alpha reliability coefficient. According to De Vellis (1991), the cronbach's alpha reliability coefficient is associated with internal consistency and it is pertinent to test for both consistency and stability (Sekaran, 2000). The value of Cronbach alpha ranges from 0 to 1 with a higher coefficient indicating higher internal consistency and reliability. It is therefore a better measuring instrument (Sekaran 2000). Hence, when calculating Cronbach's reliability coefficient, according to Sekaran (2000) reliabilities less than 0.6 are poor, reliabilities within 0.6 – 0.7 ranges are acceptable and those coefficients over 0.8 are good.

3.1.6. Hypotheses Testing

The hypothesis testing in this research also involved the use of correlation analysis, undertaken to determine the strength and direction of the relationship that exists between two variables (Bryman and Cramer, 1990).

Pearson Correlation analysis, varies between -1 and $+1$. The closer the value is to zero, the weaker the relationship which according to Bryman and Cramer (1990) exists between leadership and employees work performance in the Nigerian Courier Company. While the closer the value is to one, the stronger the relationship becomes consequently on the relationship between the dependent and independent variables, a coefficient that is above 0.8 is viewed as a strong relationship, a coefficient that falls between 0.5 and 0.8 is a moderate relationship while a coefficient below 0.5 is considered weak (Devore and Peck, 1993).

Furthermore the statistical significance level (p – value) which indicates the decreasing index of the reliability of the result is generated. Hence the higher the p – value is, the less reliable the observed relationship between the variables become. P – Value is considered the probability of error used to determine whether the observed result is valid and a representation of the population (Maccoll, 2004), hence, if the p – value is less than 0.05 (the level of significance) alpha, the researcher WILL REJECT the null hypothesis (Sekaran 2000). The researcher will according to Sekaran (2000) conclude that there is a significant relationship between the variables. If the p – value is greater than the level of significance of 0.05, the researcher WILL FAIL TO REJECT the null hypothesis and conclude that there is no significant relationship between the variables (Sekaran 2000).

Finally it is important to test for reliability using a Cronbach's alpha reliability coefficient. This test is conducted for both consistency and stability. Consistency according to Sekaran (2000) is representative of uniformity and dependency. Hence reliability that is less than 0.6 is poor, reliabilities between 0.6 – 0.7 are acceptable while reliabilities more than 0.8 are considered as good. Also reliabilities nearer to one, are more dependable (Sekaran, 1992).

3.1.7. Ethical Considerations

Bless and Higson-Smith (2000) believe ethical right represents right to privacy and voluntary participation; anonymity and confidentiality. In terms of this research, the researcher fully understands that the rights to anonymity and confidentiality of the Nigerian courier company must be respected. In this regard, the researcher will not disclose any information or data that the Nigerian Courier Company intends to keep confidential in order to protect the privacy of the company.

REFERENCES

ACKERMAN, C.P., SCHEPERS, J.M., LESSING, B.C. and DANNHAUSER, Z. 2000. Die Faktorstruktuur van Bass se Veelfaktor Leierskapsvraelys in die Suid – Afrikaanse Konteks, *Journal of industrial psychology*, 26(2): 58 - 65.

ADAMS, G. R. and SCHVANEVELDT, J. D. 1985. *Understanding Research Methods*. New York: Longman.

AVOLIO, B.J., BASS, B.M. and JUNG, D.I. 1995. *MLQ Multifactor leadership Questionnaire: Technical Report*. Redwood City, CA: Mind Garden.

BABBIE, E. and MOUTON, J. 2004. *The practice of social research*. Cape Town, South Africa: Oxford University Press.

BASS, B.M. and AVOLIO, B.J. 1997. *Full Range of Leadership Development: Manual for the Multi-Factor Leadership Questionnaire*. California: Mind Garden.

BASS, M.N. and AVOLIO, B.J. 1989. Potential Biases in Leadership Measures: how prototypes, leniency, and general satisfaction relate to ratings and rankings of transformational and transactional leadership construct. *Educational and Psychological Measurement*. 49: 509 -527.

BLESS, C and HIGSON – SMITH, C. 2000. *Fundamentals of Social Research Methods: An African Perspective* (3rd Edition). Lusaka: Juta.

BRYMAN, A. and CRAMER, D. 1990. *Quantitative Data Analysis of Social Scientists*. London: Roitledge.

DE VELLIS, R.F. 1991. *Scale Development: Theory and Application*. California: Sage.

DEVORE, J. and PECK, R. 1993. *Statistics - The Exploration and Analysis of Data* (2nd Edition). California: Wadsworth Inc.

MACCOLL, B. 2004. *Service Quality Importance-Performance Analysis as a Strategic Tool for Management: The Exploration of Key Customer Satisfaction Drivers in a South African Electricity Utility*. Grahamstown: Thesis Submitted for the Award of MBA Rhodes University, Grahamstown.

PERFORMANCE EVALUATION. 2010. *The Human Resources Director, Niger Delta Region*. Nigerian Courier Company, Nigeria.

PRUIJN, G.H.J. and BOUCHER, R.L. 1994. The Relationship of Transactional and Transformational Leadership to the Organisational Effectiveness of the Dutch National Sports Organisations, *European Journal of Sports Management*, 1:72 – 87.

REMENYI, D. And WILLIAMS, B. 1996. Some aspects of ethics and research into the Silicon Brain. *International Journal of Information Management*, 16 (6): 401 - 411.

SEKARAN, U. 1992. *Research Methods for Business: a skills building approach* (2nd Edition). New York: John Wiley & Sons.

SEKARAN, U. 2000. *Research Methods for Business: a skills building approach* (2nd Edition). New York: John Wiley & Sons.

STATSOFT, INC. 2011. STATISTICA (Software System). {On-line}. Available: <http://www.statsoft.com>. [assessed 09/11/2011].

TROCHIN, W. 2000. *Research Methods Knowledge Base*. New York: McGraw-Hill.

WHITELAW, P.A. 2001. Reliability and Validity: The Terrible Twins of Good Research. {On-line}. Available: http://www.mlq.com.au/Research/Articles/Reliability_Velocity_Article_Paul_Whitelaw.pdf. [accessed 09/11/2011].

YAMMARINO, F.J. and BASS, B.M. 1990. Transformational Leadership and Multiple Levels of Analysis, *Human Relations*, 43(10): 975 – 995.