THE EFFECT OF SELECTED VARIABLES ON LEADERSHIP BEHAVIOUR WITHIN THE FRAMEWORK OF A TRANSFORMATIONAL ORGANISATION PARADIGM

by

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Submitted in fulfillment of the requirements for the degree

DOCTOR COMMERCII (HUMAN RESOURCES MANAGEMENT)

In the

FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

at the

UNIVERSITY OF PRETORIA

PRETORIA APRIL 2005
ACKNOWLEDGEMENTS

Without the involvement and dedication of a number of people the completion of this study on leadership would not have been possible. My sincere appreciation goes to the following people:

- My promoter, prof S.W. Theron, for his professional guidance, advice and support.
- The Chief of the SA Air Force for allowing me to do the study in the Air Force.
- All the known and unknown respondents who were willing to participate in the survey.
- My colleagues for sharing their experiences and for the numerous stimulating discussions.
- Lorraine Forster for her professional and prompt assistance with the proof reading, editing and technical preparation.
- My very special wife, Karen, for her seemingly endless capacity for support, patience and encouragement, but above all, her love and understanding.
- My two wonderful children, Erhard and Lize, for the many hours of family time they inevitably had to sacrifice.
- My parents for all the years of continuing interest, inspiration and encouragement, and for being my first leadership models.
- All my family and friends for their eager support and interest.

To my Creator and my personal Leader, who gave me enormous and undeserved opportunities in life...

...unto Him that is able to do exceedingly abundantly above all that we ask or think, unto Him be glory throughout all ages, forever and ever.

Ef 3:20
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Table 10.39  Multiple regression – variables entered/removed. 
Table 10.40  Multiple regression – ANOVA. 
Table 10.41  Multiple regression – ANOVA. 
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Table 10.44  Multiple regression model summary – transformational Leadership. 
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Table 10.52  Multiple regression (transactional leadership) – Coefficients. 
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SUMMARY

THE EFFECT OF SELECTED VARIABLES ON LEADERSHIP BEHAVIOUR WITHIN THE FRAMEWORK OF A TRANSFORMATIONAL ORGANISATION PARADIGM

by

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The analysis of cultural and value-related differences and the development of a workable and effective leadership culture for business in South Africa takes place against the backdrop of a unique socio-political history. Since 1992 the process of political and social transformation that affects all organisations in South Africa, including the public service, is a process of radical change and involves the unification of individuals from many diverse cultures. The public service, directed by the principles of reconciliation, restructuring and development, finds itself within a process of both structural and cultural transformation. The culture change process of the SA Air Force, one of the Arms of Service and the organisation on which this study focussed, involve the transformation of policies, practices and behaviour (especially leadership practices) towards a culture being much more transformational and participative than what it was in the past.

The question under study was whether a transformational leadership approach is suitable for the African social and work environment. South African organisations are still being conceptualised and structured in a largely Western mould. Yet, the appropriateness and application of Western-centric leadership and management theories and philosophies in all other cultures are increasingly being challenged. Through focussing on work-related values and locus of control orientation, the researcher wished to uncover the common ground between eurocentric and indigenous African philosophies, principles and practices (which underlie the SA reality) as part of the challenge to find a workable approach for effective leadership in South Africa. The research investigated the appropriateness of the elements of a transformational leadership approach (as opposed to the task focussed transactional approach) to fit the huge array of cultural identities in the African world of work.

Self-administered questionnaires were used to obtain feedback from 509 respondents, all being leaders at different levels in the organisation. The survey data included preferences on work-related values as expressed by both the Survey of Work Values (Wollack, Goodale, Wijting & Smith, 1971) and the Value Survey Module (Hofstede, 1980), locus of control orientation as expressed by the Internal Control
Index (Duttweiler, 1984)) and leadership behaviour as expressed by the Multifactor Leadership Questionnaire (Bass & Avolio, 1997). Statistical methods for data analysis included analysis of variance, discriminant analysis, correlation statistics, non-parametric statistics, multiple regression and descriptive statistics.

The research has shown that the answer for developing a workable, practical approach for effective leadership in Africa is neither singular, nor simplistic. The research findings do not support the argument of building a unique African leadership model which is purely based only on indigenous African values, thereby rejecting all tested and proven western principles and philosophies. The search for a suitable leadership model for a transforming South Africa should not run the risk of only focusing on either African- or Western-specific cultural value systems. Instead, the existence of culture-universal values impacting on effective leadership processes were confirmed. Many of the so-called humanistic African values proposed, are reported not to be truly African, but rather universal in nature. It was also found that many of these culture-universal characteristics could be associated with the principles of transformational leadership. The validity of adopting a transformational leadership culture for the military was also confirmed.

Respondents have shown an awareness of a large power distance and a tendency towards high uncertainty avoidance as well as a strong collectivistic orientation. Support was also found for the fact that business success is not only achieved through masculine influence. In terms of Upward Striving, Pride in Work and Job Involvement as work value dimensions, employees across all culture groups were found to attach a high value to the intrinsic rewards of work in shaping work-related behaviour.

Despite the general tendency towards internality, Africans provided significantly lower scores on internality than all the other population groups. However, the results in this study have firmly rejected the notion that most organisational behaviour theory is limited to only internals. Although internality predicts more natural transformational behaviours, the critical factor remains whether leaders have the ability to ensure the required outcomes of extra effort and follower satisfaction. This can be achieved by both internals and externals.

The research established the fact that, also in the African context, leadership styles differ in terms of follower effectiveness and that higher levels of employee participation and involvement, inspirational motivation and individualised consideration (i.e. transformational behaviours) lead to higher levels of follower performance and effectiveness across all four culture groups.
OPSOMMING

DIE UITWERKING VAN GESELEKTEERDE VERANDERLIKES OP
LEIERSKAPSGEDRAG BINNE DIE RAAMWERK VAN
‘N TRANSFORMASIONELE-ORGANISASIEPARADIGMA

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Die ontleding van kulturele en waarde-verwante verskille en die ontwikkeling van ‘n
werkbare en doeltreffende leierskapkultuur vir besigheid in Suid-Afrika vind plaas
ten die agtergrond van ‘n unieke sosio-politieke geskiedenis. Sedert 1992 behels
die politieke en sosiale transformatiesproses wat alle organisasies in Suid-Afrika,
insluitend die staatsdiens, raak, ‘n proses van radikale verandering en omvat dit
eenwording van individue uit uiteenlopende kulture. Die staatsdiens, wat gerig word
deur beginsels van versoening, herstructurering en ontwikkeling, bevind homself
midde in ‘n proses van sowel structurele as kulturele transformatie. Die
kultuurveranderingsproses van die SA Lugmag, een van die weermagsdele en die
organisasie waarop hierdie navorsing fokus, behels die transformatie van beleid,
praktyke en gedrag (veral leierskappraktyke) tot ‘n kultuur wat baie meer
transformasioneel en deelnemend is as in die verlede.

Die vraagstuk wat spesifiek ondersoek is, is die feit of ‘n transformasionele-
leierskapbenadering geskik is vir ‘n Afrika sosiale en werksomgewing. Suid-
Afrikaanse organisasies word steeds gekonseptualiseer en gestruktureer volgens ‘n
hoofsaaklik Westerse formaat. Tog word die geskiktheid en toepassing van
Westers-sentriese leierskap- en bestuursteorieë en -filosofieë op alle kulture
toenemend bevraagteken. Deur te fokus op werkverwante waardes en lokus van
kontrole-oriëntasie poog die navorser om die gemeenskaplike te vind tussen
eurosentriese en inheemse Afrikaanse filosofieë, -beginsels en -praktyke (wat die SA
werklif onderlê) as deel van die uitdaging om ‘n werkbare benadering tot
doeltreffende leierskap in Suid-Afrika te vind. Die navorsing het die geskiktheid
die elemente van ‘n transformasionele-leierskapbenadering (in teenstelling met ‘n
taakgerigte transaksionele benadering) om die groot aantal uiteenlopende
kultuuridentiteite in die Afrika werkswêreld te pas, ondersoek.

Selfgeadministreerde vraelyste is gebruik om terugvoer van 509 respondente, wat
almal leiers op verskillende vlakke in die organisasie is, te verkry. Die opnamedata
sluit voorkeure in ten opsigte van werkverwante waardes soos gemeet deur deur die

Die navorsing het getoon dat die antwoord vir die ontwikkeling van ’n werkbare, praktiese benadering tot effektiewe leierskap in Afrika nie enkelvoudig of eenvoudig is nie. Die navorsingsbevindings ondersteun die argument ten gunste van ’n unieke Afrikaleierskapmodel wat slegs gebaseer is op inheemse Afrika waardes en waarvolgens alle beproefde en bewese Westerse beginsels en filosofie verwerp word nie. Die soektoeg na ’n geskikte leierskapmodel vir ’n transformerende Suid-Afrika moet nie aan die risiko blootgestel word om net te fokus op ’n Afrika- of Westersspesifieke kulturele waardeesisteem nie. In plaas daarvan is die bestaan van kultuuruniversele waardes wat ’n impak op doeltreffende leierskapprosesse het, bevestig. Heelwat van die sogenaamde humanistiese Afrika waardes, het gebleek nie werkelik slegs van Afrika te wees nie, maar eerder universeel van aard. Daar is ook gevind dat baie van die kultureel-universele eienskappe verbind kan word met die beginsels van transformasionele leierskap. Die geldigheid daarvan om ’n transformasionele-leierskapkultuur vir die militer te aanvaar, is ook bevestig.

Respondente het ’n bewustheid van ’n groot magsafstand (“power distance”) getoon en ’n geneigheid tot hoë onsekerheidsvermyding (“uncertainty avoidance”) asook ’n hoë vlak van kollektivisme. Steun is ook gevind vir die feit dat besigheids sukses nie beperk is tot manlike invloed nie. Ten opsigte van Opwaartse Strewe, Werkstrots en Werkbetrokkenheid as werkwaardes te wees nie, maar eerder universeel van aard. Daar is ook gevind dat werknemers van alle kultuurgroepe hoë waarde heg aan die intrinsieke belonings van werk in die vorming van werk-verwante gedrag.

Ten spyte van die algemene geneigheid tot internaliteit, het swartes betekenisvol laer tellings behaal vir internaliteit as die ander bevolkingsgroepe. Die resultate van hierdie navorsing verwerp egter die idee dat die meeste organisatoriese gedragsteorieë beperk is tot interns. Hoewel internaliteit meer natuurlike transformasionele gedrag voorspel, by die kritieke faktor of leiers oor die vermoë beskik om die vereiste uitkomste van ekstra poging en werknemertevredenheid te verseker. Dit kan bereik word deur sowel interns as eksterns.

Die navorsing het verder bevestig dat leierskapstyle selfs in die Afrikakonteks verskil ten opsigte van volgelingdoetreffendheid en dat hoër vlakke van werknemerdeelname en -betrokkenheid, inspirerende motivering en geïndividualiseerde konsiderasie (dws transformasionele gedrag) lei tot hoër vlakke van volgelingprestasie en -doetreffendheid by al vier kultuurgroepe.