



**THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEE MORALE AT
EZEMVELO KWAZULU-NATAL WILDLIFE**

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Abstract

Leadership is increasingly regarded as a cornerstone in management of organizations and viewed as a key driver of business success. It has been consistently acknowledged as the fundamental stream of human experience when viewed as a practise through which groups, organizations and people try to accomplish common goals. This study investigated the effects of leadership styles on employee morale at Ezemvelo KZN Wildlife (EKZNW). Leaders in organizations create a vision which their subordinates need to accomplish. In addition, leadership is something that most subordinates need to accomplish. However, poor leadership has an influence on employee morale. Generally, it is a known truth that employee morale plays a critical role in the performance and productivity of an organization. Productivity is related to employee morale, hence happy employees have high morale whereas the opposite is true with disgruntled employees. High morale means that staff are satisfied with their duties and put more effort into the accomplishment of the organizational goals. Employee morale does affect performance of duties, and consequently it is critical to ensure that measures are put in place to increase employee morale. This study focused on assessing and understanding the experience of employee morale at Ezemvelo KZN Wildlife. The EKZNW is a state owned entity in the KwaZulu-Natal province of South Africa. The purpose of this study was to evaluate the effect of leadership styles on employee morale at Ezemvelo. The objectives were, to determine if the leadership style implemented by EKZNW influences employee morale; to evaluate what determines leadership style at Ezemvelo KZN Wildlife; and to ascertain how the employees at KZN Wildlife perceive the leadership style of the organization. The research was exploratory in nature. A quantitative research approach was used to identify how employees perceive the leadership style of the organization. The total population of the study consisted of all permanent 2360 employees, target population of 390 and the sample size of 120 employees. A purposive sampling method was undertaken to acquire response from the respondents. The primary data collection instrument was the questionnaire, which were self-completed, managed through a drop and pick method to the offices of the selected individuals. Data analysis was undertaken using the Statistical Package for Social sciences (SPSS) version 25. This study discovered that the leadership style has a reasonable significance influence on employee morale and democratic leadership style encourages employees to perform to the optimal. The respondents perceived that leadership style undertaken by the organization was autocratic. Consequently, the employee morale was perceived very low and had impacted negatively on certain aspects of the operations and the overall working environment. The study recommends that Ezemvelo leadership should properly engage employees to develop mechanisms to improve morale and subsequently improve performance.

Keywords: Employee morale, High performance team, Leadership, Learning organization, Leadership styles

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LIST OF ACRONYMS AND ABBREVIATIONS

CEO	: Chief Executive Officer
EDTEA	: Economic Development, Tourism and Environmental Affairs
EKZNW	: Ezemvelo KwaZulu-Natal Wildlife
HSSEC	: Humanities and Social Sciences Research Ethic Committee
KDNC	: KwaZulu Directorate of Nature Conservation
KZN	: KwaZulu-Natal
KZNCS	: KwaZulu-Natal Nature Conservation Services
NPB	: Natal Parks Board
SANParks	: South African National Parks
SPSS	: Statistical Package for Social Science

CHAPTER 1 : BACKGROUND TO THE STUDY

1.1 Introduction

Leadership is increasingly recognised globally as a key factor in the study of organizations as it is acknowledged as the prominent contributor to the success of an organization. This statement has been validated empirically by different scholars in the field of leadership and management (Fiaz, Su, Ikram, and Saqib, 2017). Since leadership is a critical element of management, it is paramount that leaders are developed. Leadership is frequently viewed as a critical factor for successful accomplishment of conservation goals. Conservation leadership has been identified by experts and scholars as an essential element for conservation programmes, however, the aspects of effective leadership have not yet been identified (Black, Groombridge and Jones, 2011).

According to Maloş (2012), leadership style is a leader's style of directing people, providing motivation and implementing plans. Liverman (2006) asserts that leadership is the cardinal force behind successful organizations, in that, leadership must identify the worth of honestly rewarding workers who achieve exceptionally. This leads to motivating others to increase performance and excel. For workers to be effective in performing their jobs, leaders must create a conducive environment for them and encourage them in building and develop their emotional intelligence. Jimoh, Olayide and Saheed (2012) assert that, an entity has the greatest opportunity of success when workers undertake their duties satisfactorily and work towards the accomplishment of its goals.

However, while the dissertation acknowledges that each and every leadership style has benefits and drawbacks, in accomplishing organizational goals, it is best to know all of them and to select characteristics that suit every leader who wants to achieve performance.

This study sought to evaluate the effect of leadership style employed by Ezemvelo on employee morale. In particular, the objectives of this study were to determine if the leadership style implemented by Ezemvelo KwaZulu-Natal Wildlife (EKZNW) influences employee morale. In addition, this study sought to evaluate what determines the leadership style at EKZNW.

Finally, this study sought to ascertain how employees at EKZNW perceive the leadership style of the organization. This section elaborates on the rationale of the study, background of the organization, purpose, specific objectives, problem statement, research questions, expected outcome, scope of study and significance of the study.

1.2 Rationale of the study

This study emanates from the premise that the staff morale is low within Ezemvelo. Employee morale plays an imperative role in the success of an organization (Bruhns, 2015; Vasantham, 2014). The success or failure of the organization is determined largely by the morale which employees have towards the industry (Vasantham, 2014). Morale is defined by Tiwari (2014) as the depiction of satisfaction, emotions and overall approach towards a workplace. However Bruhns (2014) defines morale as satisfaction in the workplace and a consequent need to achieve the organization's goals. The leadership styles employed by the organization prompted this study.

Due to the economic downturn in South Africa and in the province of KwaZulu-Natal, an organization like EKZNW is required to do more with less resources. Obviously, the heftiest load placed on an organization like EKZNW is to generate revenue through ecotourism activities and to manage conservation operations in the province. The organization is faced with the challenge of budget constraints, stressful work environments, reduced staff size, causing staff to work longer hours, greater responsibilities for the remaining employees and fewer opportunities to recharge and relax. In addition, critical factors that affect employee morale at Ezemvelo relate to a heavy workload, inadequate resources for work, lack of career development and training opportunities and inadequate performance management. Ultimately, these changes in the workforce have a detrimental effect on the reduction of staff morale.

1.3 Problem statement

In an ever changing, dynamic world, strong leadership steers the organization in the right direction. Leadership is required for effective decision making that positively impacts on the organization and develops targets and goals for an organization to move forward, create vision and inspire employees in achieving set goals. Leadership style is a prerequisite for effective achievement of goals in an organization. The leadership styles determine the way an institution is administratively run and the level of workers participating in making decisions (Uchenwamgbe, 2013). Group members participating in making decisions generate a conducive environment where subordinate's emotional and mental state inspires them to contribute to group goals and share accountability (Uchenwamgbe, 2013).

The rich leadership history within the entity, coupled with recent turbulence in EKZNW leadership and the current challenges provided a fertile ground for the study. Numerous organizations are bedevilled by underperformance and inefficient achievement of organizational goals (Bruhns, 2015). Due to continued economic decline, stressful work environments, the migration process and a lack of financial resources organizations find it difficult to operate as usual. Ezemvelo is no exception, organization in recent years has been inundated with leadership challenges, such as increasing salary costs, labour conflicts, budget cuts, merger and new leadership. In South Africa, both in metropolitan municipalities and the private sector, employees experience morale problems, however, few employers have devised means to resolve these problems (Bruhns, 2015). Employee morale is a critical topic in all organizations since it affects the success of the overall corporation.

At Ezemvelo KZN Wildlife, given the current fiscal and political realities, employee morale has been impacted significantly by absenteeism, layoffs, and budget constraints, leaving the remaining staff with increased workloads, significantly less resources and higher stress levels. All these challenges have contributed to dampened employee morale at Ezemvelo. The low employee morale has contributed to psychological problems, frustration and health problems, for example heart attacks and work related stress. The services of some employees have been declared unsatisfactory and that has led to poor morale in the remaining workforce. Therefore,

the workers perceived the need for a good leader to lead his employees and be an effective leader as well.

On an internal memo to staff Prof Mabunda, Ezemvelo's Chief Executive Officer (CEO) acknowledged that Ezemvelo has gone through harrowing experiences that has left the employees traumatised and emotionally unstable due to the recent migration process that has led to unintentional consequences (EKZNW, 2016). He further agreed that employee morale is at its lowest ebb and the future looks dim (Mavuso, 2015). Prof Mabunda reiterated that there is a need to reassure staff that the leadership is caring and healing (EKZNW, 2015).

According to the article cited in the Witness newspaper, amongst the first tasks Prof Mabunda had set down to pursue were to restore or create stability, relevancy, generate revenue, rhino security and deal with low employee morale (Khoza, 2015). Therefore, an effective leader who can lead people towards performance improvement and change is needed. Leadership and employee morale are a critical aspect of every work environment, hence the need for this study.

1.4 Background of Ezemvelo KZN Wildlife

Ezemvelo KZN Wildlife is the merger between two former conservation institutions after the advent of democracy in 1994: the former Natal Parks Board (NPB) formed in 1947 and whose background goes back into the colonial era (EKZNW, 2016) and the KwaZulu Directorate of Nature Conservation (KDNC), which was formed in 1972 to manage nature conservation needs of the former homeland of KwaZulu (EKZNW, 2013). Both contributed innovatively and equally to the resultant merger called KwaZulu-Natal Nature Conservation Service Board (KZNCS), which later, for marketing purposes was renamed Ezemvelo KZN Wildlife (Crass, 2011). The organization is a state-owned entity (parastatal) nature conservation service in the KwaZulu-Natal province of South Africa, which was formed in 1997 (Black, Groombridge, and Jones, 2013). Its fundamental purpose is to manage and conserve biodiversity in the province of KwaZulu-Natal and to enforce related regulations and laws in accordance with the constitution (EKZNW, 2014).

1.4.1 Historical and present leadership at Ezemvelo KZN Wildlife

To better understand leadership and the employee morale context, it is critical to understand the history of previous and current leaders and the leadership styles they employed while at the helm. Three separate periods are evident in the Natal Park Board's existence, which overlap with three very different leaders which were Colonel Jack Vincent, John Geddes-Page and Dr George Hughes (Nyambe, 2004). At the start of Dr Hughes's era, the KwaZulu Directorate of Nature Conservation (KDNC) under Nick Steele was formed. Therefore, according to Nyambe (2004), strictly speaking, between 1947 and 1998 there were four giant leaders in nature conservation. During the democratic dispensation, the organization was led in turn by Khulani Mkhize, Dr Bandile Mkhize and Prof David Mabunda, who resigned during this study.

1.4.2 Jack Vincent - 'The Colonel': 1949 -1963

Colonel Jack Vincent headed the Natal Parks Board from 1st October 1949 until 1963 (Crass, 2011). In terms of staff, Colonel Vincent initially encircled himself with people with a military background. Within a few years, Colonel Vincent had managed to build a cadre of young Field Rangers (Nyambe, 2004). Those hired by Colonel Vincent remember him for his inspiration as a leader and his commitment to team work (Crass, 2011). Colonel Vincent was considered as using an authoritarian and militaristic leadership style due to his military background (Nyambe, 2004). He was an authoritarian whose leadership style was largely envied by his juniors. They also remember him for being a passionate worker who paid particular attention to detail, doing his best in his work and expecting no less from his juniors.

1.4.3 John Geddes-Page: 1963-1988

John Geddes Page served as director of the Natal Parks Board from 1963 until 1988 (Crass, 2011). As a leader, he was seen more as a 'people's person', which perhaps partially explains why it was during his leadership that the previous tensions with the white communities, especially the Afrikaners, were lessened (Nyambe, 2004). It is believed that although Geddes-Page was an infrequent authoritarian, he did not match his predecessor in this regard. He was a benign autocrat, occasionally making his weight felt particularly when things went wrong. Numerous criticisms were levelled against Geddes-Page's authoritarian leadership style. One of the foremost criticisms relates to the perception that he centralised power in Head Office.

Criticisms were also made about the alleged grandiose manner in which he promoted tourism and recreation, which some people both inside and outside the entity believed was at the expense of conservation (Nyambe, 2004).

1.4.4 Dr George Hughes: 1988-1998

A scientist by profession who rose through the ranks from being a game guard and ended up becoming the Chief Executive Officer for the organization (Nyambe, 2004). Hughes' succession brought hope for those who had misgivings about the 'lack of priority' for conservation under the management of Geddes-Page. When Hughes took the helm at the Natal Parks Board, several significant changes had occurred in the macro-political context. Apartheid was crumbling and there were clear signs that it was only a matter of time before a new order was established. But it was the financial crisis that was looming for the NPB which became a major priority for Hughes. Drawing from experiences of continuing budgetary cuts in conservation in other African countries, Hughes from the start identified finances as a risk that had to be considered under his leadership. As he was later to be proved right, the NPB suffered a great shock in later years in terms of finances. During his tenure, resource harvesting under supervision was allowed in the protected areas (EKZNW, 2013). He led the development of policies that accord with the integrated conservation and development philosophy. He was also willing to be bold and take decisions and he was focused and tenacious. Hughes negotiated for initiatives that would help the organization's financial situation.

Hughes has been described differently as a visionary, decisive, charismatic, a forward thinker, and a high visibility public figure who enjoyed focus and recognition (Nyambe, 2004). Others viewed his leadership style as an authoritarian who always wanted to lead from the front, with power and politics, and viewed him as taking strong exception to criticism. He was also accused of having planted the seed of conceit and pride in the organization with the slogan 'Leaders in Conservation' - something some people believed was the reason why the Natal Parks Board did not change as fast as it should have towards the democratic dispensation. It is important to note that Hughes played an important role during the negotiations leading to the amalgamation with the KwaZulu Directorate of Nature Conservation (KDNC) (Nyambe, 2004). Following amalgamation in 1998, he was appointed CEO of the new KwaZulu-Natal Nature Conservation

Service (KZNCS), which later became EKZNW (Crass, 2011). Hughes was the CEO of the new organization in its formative stages. As did many other people, Hughes saw himself as an interim CEO because he was very close to retirement. His leadership of the amalgamated organization started addressing issues consistent with the new socio-political order, for example, transformation of the workplace, equity and corporate governance (Nyambe, 2004). This, he could only do for a while as his retirement was approaching and Khulani Mkhize was appointed as CEO-elect in preparation to taking over the executive leadership role. Finally, Hughes, after forty years of service to the conservation agency, thirteen years of which he was at the helm until his retirement in 2001, passed the baton to his successor (Nyambe, 2004, Crass, 2011).

1.4.5 Khulani Mkhize 2001 to 2008

Dr George Hughes was followed by Khulani Mkhize whose mission was to transform EKZNW into the modern and relevant nature conservation body from being an apartheid dinosaur into a beacon of hope for conservation for all (Luckett, Mkhize, and Potter, 2003; Nyambe, 2004). It is worth noting that Mkhize was the first black Chief Executive Officer to lead this conservation body since the colonial era and its inception in the democratic dispensation. Mkhize was groomed to some extent by George Hughes to allow a smooth transition to the post (EKZNW, 2013). Black *et al.* (2011) concurred with the move and advocated that it is imperative for a leader to receive formal leadership development or training though their personal obligation and being inspired by colleagues. Hughes's leadership style became handy in 1998 when he played an important role in forging a distinctive relationship with the local communities where a Local Board notion and community levy fund idea were initiated during his tenure (Luckett *et al.*, 2003). The Local Boards initiative was a landmark idea involving communities neighbouring protected areas in their empowerment and participation in the decision-making processes in nature conservation management (Luckett *et al.*, 2003; Nyambe, 2004).

1.4.6 Dr Bandile Mkhize 2008 – 2014

Khulani Mkhize was followed by Dr Bandile Mkhize who was regarded at the beginning by many as a true conservationist since he grew through the ranks from being an educator to the head of tourism. Mkhize's leadership style was more influential when he created a strong

relationship with Traditional leaders (*amaKhosi*) surrounding the protected areas in the fight against rhino poaching. He also played an instrumental role in reviving the Excellency awards, Ranger's day and revitalising of sports days (EKZMW, 2013). A conservation leader needs to have an excellent knowledge and experience in biodiversity and should understand teamwork properly (Black *et al.*, 2011). The leader has the responsibility to ensure that the team functions effectively to ensure accomplishment of the organizational goals.

1.4.7 Prof David Mabunda 2015 to 2017

After Dr Mkhize the former South African National Parks (SANParks) CEO Prof Mabunda was at the helm in an acting capacity. Mabunda's appointment was based on the fact that he had extensive knowledge in biodiversity conservation since he was in charge of SANParks for many years (EKZMW, 2015). The appointment of Mabunda was during difficult times when the organization was embroiled in turmoil emanating from his predecessor's leadership style and Mabunda's task was to navigate and keep the ship afloat. His task was to correct the mistakes made by his predecessor. He had to ensure that all those who unduly benefited from the system pay back the money which was not an easy task. His major task was to ensure stability within the staff, ensure that business continued without interruption and to restore the brand and image of Ezemvelo (EKZMW, 2016).

1.5 Significance of the study

Leadership is an imperative facet of an organizational culture which regulates the reputation and performance of an entity. The significance of this study was to respond to the need to critically identify and discuss effective leadership styles that EKZMW can use to improve employee morale. No similar study has thus far been conducted by EKZMW on this topic. Therefore, this study was considered the first of its kind and it provides baseline data for future researchers to work from that could further their research and add value to the organization. The completion of this study will contribute to the limited practical knowledge pertaining to employee morale at Ezemvelo. The study will help Ezemvelo in the sense that the recommendations made will contribute towards effective leadership of the entity. Effective leadership is one that copes well with change whether in personal life or within an organization and an important driver of employee morale. This study hopes to contribute to support Ezemvelo leadership in identifying and implementing leadership styles and techniques that

increase employee morale, job satisfaction, performance and subsequently influence productivity positively. This study might provide Ezemvelo leadership and Human Resource Specialists with the tools they need to understand and increase employee morale. The study aims at contributing to growth in the field of leadership and seeks to provide practical and theoretical information that can be utilised by policy makers and other corporate stakeholders in organizational growth and in development strategies. Furthermore, it will be critical in the implementation processes to enable policy makers to determine how best to fuse leadership with employee morale and productivity in a way that does not negatively impact on the employee as an individual. This study is considered timeous and relevant as no attention has been given to the challenges and difficulties facing the organization with regard to managing employee morale successfully. The study was undertaken at a time when the organization is in denial that employee morale is a matter for concern. Bruhns (2015), critiques insufficient understanding about employee morale and its importance poses a danger to Ezemvelo's success and survival. The importance of the study is that it increases awareness on issues of leadership which in turn, aids leaders to act in harmony with the directives of the supreme law of the land.

1.6 Purpose of the study

The purpose of this study was to evaluate the effect of leadership style on employee morale at Ezemvelo KZN Wildlife.

1.7 Objectives of the study

To achieve this purpose, the objectives were:

- To determine if the leadership style implemented by Ezemvelo KZN Wildlife influences employee morale;
- To evaluate what determines leadership style at Ezemvelo KZN Wildlife; and
- To ascertain how the employees at KZN Wildlife perceive the leadership style of the organization.

1.8 Research questions

- Does the leadership style implemented by Ezemvelo KZN Wildlife influence employee morale?
- What determines the leadership style at Ezemvelo KZN Wildlife?

- How do the employees of KZN Wildlife perceive the leadership style of the organization?

1.9 Expected outcome of the study

The study was imperative to Ezemvelo and numerous organizations in this country which are facing the challenge of low staff morale and poor performance. The findings of this study can bring awareness to the organization regarding the challenges and provide measures to curb the situation within the organization. The researcher opines that the study results will engender the need for greater attention to employee morale in the organization and contribute to the valuable body of knowledge in the field. In addition, the findings brought consciousness to Ezemvelo concerning the challenges confronted by the organization. Specifically, Human Resource Management can utilise the research recommendations and findings and pave out approaches for overcoming the challenges. This study made a substantial contribution to academic literature in the field of Human Resource management in Ezemvelo.

1.10 Delimitations of the study

The purpose of delimitation of a study was to pinpoint the scope of the study and not necessarily what the study was not about. This study seeks to evaluate the effect of leadership styles on employee morale at EKZWN in the Pietermaritzburg, Durban and Midmar areas. The study was informed by the researcher's experience over a period of time to provide an empirical analysis on the discourse that hinges on the link between leadership style and employee morale, and that requires a scholarly perspective. The researcher focused on all permanent employees at Ezemvelo KZN Wildlife. The total of 1970 unskilled workers such as cleaning staff and Field Rangers were not part of the research scope. That did not imply that they were not experiencing low morale, but it was critical to focus the study and not to broaden it too much such that the study was not researchable. No delimitation was expected thus far, as it was anticipated that the staff would cooperate with the research.

1.11 Limitations of the study

This research was limited to permanent staff at Ezemvelo KZN Wildlife. The study focused mainly on employees who are working at Head office and Regional offices. Other staff members working in the field were excluded, deliberately to focus the study and due to

financial constraints. It was anticipated that the researcher might experience a challenge in securing appointments with employee's taking into account their busy schedules. Additionally, the researcher envisaged that there would be a challenge owing to the scarcity of literature on the effects of employee morale pertaining to the organization, as few or no scholarly studies have been carried out on the research focus.

1.12 Assumptions

Firstly, the researcher was working on the assumption that good leadership and employee morale can play a critical role in the management of the organization and its employees. Secondly, it was expected that participants would answer questions honestly. Lastly, it was expected that anonymity and confidentiality would be preserved and participation was considered as voluntary and participants could withdraw at any time from the study with no ramifications.

1.13 Summary

This section elaborated on the rationale of the study, background of the organization, purpose, specific objectives, problem statement, research questions, scope of study, significance of the study and expected outcomes. The next chapter focuses on the literature review, which seeks to place the research in the context of the bodies of knowledge on leadership, learning organizations and employee morale within related previous studies.

CHAPTER 2 : LITERATURE REVIEW

2.1 Introduction

The literature review aided the researcher in developing clear understanding and provided insight into what previous researchers have come up with in related studies on the topic. The literature review for this study centred on views and propositions sourced from the following: Books, GOOGLE Scholars, SAGE Journals, published articles on the websites, EKZWN annual reports and EBSCOhost. In journal searches the following keywords were used in searching the literature, leadership, leadership theories, leadership style, employee morale, job satisfaction and staff performance.

Leadership literature discloses an evolving array of persuasions from the great man notion of brave leaders, through trait theories, skills theory, behaviourist theories, situational leadership, and contingency theory. In addition, literature on leadership delved into democratic, autocratic, and laissez-faire leadership styles and also on transactional and transformational leadership, ethical, servant and authentic leadership styles. In summary, this chapter covers the literature review on employee morale, causes of employee morale and measures in place to improve low employee morale and learning organizations. The purpose of a literature review on leadership is to provide the researcher with a good understanding of leadership styles as a concept, to understand their effectiveness and finally, to examine different leadership theories and styles on how each style affects the relationship with the employees in the institution. In reality, the essence of a literature review in research is to identify gaps in previous studies related to the current study and to justify a new inquiry into the issues for consideration.

2.2 Background

Leadership is one of the greatest comprehensively researched social influence processes in behavioural science (Parris and Peachey, 2013). This is based on the fact that the success of all organizational, economic and political systems largely depends on the effective direction of the leadership of these systems. Leaders play a primary role in influencing the employee's performance, productivity and establishing motivation in organizations (Trmal, Bustamam and Mohamed, 2015). Productivity is defined as an imperative success factor for all entities and, consequently, it should also be managed. Productivity is a multi-dimensional term and its

meaning can differ depending on the context in which it is used (Singh, 2015). It can be defined as an output that is divided by the input which is used to generate the outcome such as employee, energy and capital. Input consists of materials and output consists of service, products or information (Singh, 2015).

This chapter summarises the information from different authors who have conducted their studies in a similar environment. The chapter specifically started by giving the definition of leadership. Traits theory, behavioural theory, situational theory and contemporary theories were discussed. In addition, staff morale within the organization was critically analysed and causes of low staff morale were discussed. Moreover, strategies to combat low staff morale was discussed in details as well as the role of the board in creating an atmosphere to boost employee morale. Lastly, learning organizations and building high performance teams in organizations was discussed. An empirical review and conceptual framework was formulated and addressed in this chapter. To clearly understand the topic, it was critical to have a good definition of leadership. Accordingly, a few definitions of leadership as offered by accessed literature were presented in this section, while an operational definition for the current study was highlighted.

2.3 Definition of leadership

Leadership is the world's oldest sociological phenomenon as a practice and an elusive concept. Leadership has progressed enormously over the years (Smit, de Cronje, Brevis and Vrba, 2007). The concept of leadership is complex and a captivating topic. There are many definitions of leadership each drafted from a different perspective as many people have attempted to define it and numerous leadership models have been presented by scholars. The best way of defining leadership starts with the leader himself or herself (Rattay, 2007; Northouse, 2015).

Leadership is a traumatic condition as it is under continuous surveillance, driven by a need for power, the need to make an impact and to always be ready for action (Sen, 2010). Sen (2010) argues that the leader in today's environment needs to inspire people and not to defeat them. A leader needs to read each personal dream and intertwine it with the organization's vision (Draft, 2015). Further Sen (2010) asserts that the leader who cannot read people cannot stimulate them even if he has a vision of his own capacity. Furthermore, being a visionary is an

excellent distinguishing factor that is found in outstanding leaders, since the demand for success is continually evolving and requires aggression (Liverman, 2006). The visionary who is required conjured to lead the organization into the future may not appeal at an emotional level to many if this vision does not reverberate with their own vision for their individual path (Sen, 2010). Visionaries, mostly are leaders who only not understand a short-term answer to an instant undertaking, but notice other ways and opportunities to improve the process to produce a better level of achievement (Liverman, 2006).

Conservation specialists and academics have emphasised leadership as a critical element for conservation agencies, but the features of productive leaders are not clearly delineated yet (Black *et al.*, 2011). They identify leadership style which empowers a conservation entity to be more effective in accomplishing positive outcomes (Black *et al.*, 2011). Leadership has been viewed as one of the most critical factors in the success of an organization such as EKZ~~NW~~ (Landis, Hill and Harvey, 2014).

Leadership is defined as a process that starts with one's self and extends outwards to power organizations and nations towards greatness (Sen, 2010). Leadership is an elusive term which is sometimes difficult to define precisely as it has many different definitions, as illustrated by many people who have tried to define it (Northouse, 2015). Leadership is defined "as the process of directing the behaviour of others towards the accomplishment of the organization's goal" (Smit *et al.*, 2007:271). Further, Northouse (2015:6) concurs and states that leadership is a "process whereby an individual influences a group of individuals to achieve a common goal". Furthermore, Draft (2015: 5) defines "leadership as an influence relationship amongst leaders and followers who intend real changes and outcomes that reflect their shared purposes". Both Draft (2015) and Northouse (2015) agree that leadership involves capability and influence and that it occurs within a group of people and is an effort towards achieving a common goal. Influence, authority, power, delegation, accountability and responsibility are all elements of leadership (Northouse, 2015). Based on all the above definitions of leadership from the experts, the researcher concluded that leadership is a process or the ability of a leader to influence others to work enthusiastically, develop high performing teams and corporately work towards achieving goals in certain situations. Leadership is the imperative force for all organizations in successfully achieving its goals (Shafie, Baghersalimi, and Barghi, 2013).

According to Amanchukwu, Stanley and Ololube (2015), a leader is the most powerful individual in an entity who leads group undertakings, provides direction and makes sure that group goals are accomplished. The leaders act to aid a group of members in achieving the organization's objectives by using their capabilities to their full extent (Uchenwamgbe, 2013). The leader must lead by example, not stand behind the group to push produce, but, be placed before the group as they facilitate progress and he must motivate the group to achieve institutional objectives. The importance of a leader in an organization cannot be underestimated. Amanchukwu *et al.* (2015) put it, without a leader, an entity is but a component of men and machines. They describe leadership as the human feature which binds a group together and inspires it towards goals attainment. As a result, the efficiency of any institution depends on the leader.

Leadership is a critical component in improving work performance and employee morale in the organization. Therefore, success or failure of an entity greatly depends on the capability of leadership at all stages (Shafie *et al.*, 2013). For example, the findings of the study conducted by Uchenwamgbe (2013) discovered that great leadership style improves employee morale and that a participatory leadership style, where both employee and employers take important decisions together, positively influences good welfare facilities for the employees and the growth of the company. With this background, it can be argued that the approach and the way in which a leader coordinates and influences others towards the successful accomplishment of a goal within an institution can have an impact on their behaviour and the intention to stay in that entity. This approach can therefore be termed as leadership style.

2.4 Leadership styles

Leadership style is a widely researched subject in literature of behavioural sciences (Singh, 2015). Leadership style is considered critical in achieving organizational goals, learning, and performance (Trmal *et al.*, 2015). Leadership style is basically, the different behaviour or approaches applied by a leader to carry out this role in leading and motivating his followers in achievement of organizational objectives such as democratic, autocratic and laissez-faire (Amanchukwu *et al.*, 2015). Leadership style plays an instrumental role in the organizations of today. Rattay (2007) advocates that understanding leadership style helps in developing skills

and knowledge to increase leadership effectiveness. It is not a one size fits all phenomenon. Understanding leadership style helps in developing skills, knowledge and increases effectiveness. Leadership styles can either inspire or discourage employees, which in turn can cause employees to decrease or increase in their level of morale and performance (Belonio, 2012).

Leaders have the responsibility to take appropriate steps and create human relationships to provide optimal use of Human Resources within an institution using correct leadership styles (Shafie *et al.*, 2013). All leaders in each management unit and operation practises a set of leadership styles. The leadership style used by managers has a substantial effect on employee morale (Shafie *et al.*, 2013). As a result, the employee morale will have an effect on their performance. Leadership styles should be adapted, selected and fit organizations, groups, individual and the situations.

The responsibility of leadership styles in improving an organizations performance and its impact on the productivity of employees needs to be explored further (Singh, 2015). The leadership style is a leader's style of providing motivation, implementing a plan and giving direction to followers (Maloş, 2012). Chipeta (2014) suggests that management needs to implement strategies to develop a conducive work atmosphere where employees are enthusiastic to execute responsibilities that far surpass management's expectation. A vigorous working atmosphere does not only advantage subordinates but benefits stakeholders, community and ultimately clients. To create a healthy work atmosphere, an organization must guarantee staff security, control workloads, accommodate the views of employees, provide challenging jobs, recognize staff contributions, control workloads, respect and trust employees, provide adequate resources and have training and development (Chipeta, 2014).

There are various leadership styles that can be shown by leaders in the business, political or other fields. Various theories and styles of leadership such a traits theory, skills theory, behavioural theory, situational theory, contemporary theory, democratic style, autocratic style, transactional style, transformational style, ethical, servant and authentic leadership styles provide an important insight about the nature of effective leadership. Landis *et al.* (2014)

concluded that for leadership to be effective, a leader should inspire followers by providing challenging work, stimulate subordinates efforts to become innovation, become a role models to their subordinates, be creative and pay attention on individuals needs for growth and goal achievement. More leadership styles are discussed in details below.

2.4.1 Autocratic leadership style

An autocratic leadership style tends to focus full power with the leader and all communications within the group move towards the leader (Liverman, 2006). Autocratic leadership tends to place more emphasis on performance and less emphasis on subordinates (Fiaz *et al.*, 2017). The leader, without consultation, is exclusively entrusted with exercising all decision-making procedures for achieving goals, authority for determining policy, work tasks and relationships, punishment and rewards control (Uchenwamgbe, 2013, Fiaz *et al.*, 2017). An autocratic leadership style is distinguished as the one with centralised power, is domineering, coercive or directive and vengeful which is derived from a position of authority and the leader is in control of the followers (Draft, 2015). Authoritarian leadership is based on the philosophical perception that, subordinates are untrustworthy, irresponsible and naturally lazy, therefore, delegating responsibilities of controlling, planning and organising to subordinates would produce unproductive outcomes and so such activities should be accomplished by the leader without the people's involvement (Fiaz *et al.*, 2017). Autocratic leadership is the greatest form of transactional leadership, where leaders retain complete control over employees and employees have few decision making opportunities (Yahaya, Osman and Mohammed, 2014). An authoritarian leadership style is considered old-fashioned where the leader seldom takes decisions based on contributions from their juniors (Rattay, 2007). In this form of leadership, decision making is taken unilaterally and viewed as the golden rule and is never interrupted or questioned by anyone at any given point (Iqbal, Anwar and Haider, 2015). Fiaz *et al.* (2017) posits that the research has proven that there is a strong positive connection between autocratic leadership style and authoritarianism; hence most theorists have identified autocratic leaders with authoritarian leaders.

Uchenwamgbe (2013) regards this dictatorial leadership style as being highly fallacious since it lacks durability and is susceptible to exploitation, such as financial abuse, corruption, conversion of public property to personal use and lack of accountability. Liverman (2006)

cautioned that entities pursuing an authoritarian style of leadership have an advanced rate of absenteeism and turnover. Subordinates and team members have little chance to make suggestions, even if these are in the best interest of the team or organization (Amanchukwu *et al.*, 2015).

The advantage of an autocratic leadership style is that the achievement of goals is extremely efficient (Uchenwamgbe, 2013). Under this style, decision making is quick with few errors, and the work to implement those decisions can begin immediately as opposed to a group that will be delayed in details (Rattay, 2007). In terms of drawbacks, most employees resent being dealt with in this way. Iqbal *et al.* (2015) argue that under autocratic leadership there is a great chance of distortion and exploitation of subordinates since the power and authority are centrally controlled in the hands of the leader. An autocratic leadership style is best used in disastrous situations, when the decisions-making process must be speedy and free of disagreement. Yahaya *et al.* (2014) further critique authoritarian leadership as this often leads to high levels of employee turnover and absenteeism. However, it could continue to be effective for some repetitive and unskilled jobs, as the benefits of control may compensate the drawbacks.

2.4.2 Democratic leadership style

A democratic leadership style is also referred to as participatory leadership style. In democratic leadership, the emphasis of power rests entirely with the group and there is great communication within the group and the leadership (Fiaz *et al.*, 2017). Northouse (2015) stated that in participatory leadership style decision making is not centralised and high performance is recognised and rewarded accordingly. The leadership roles are equally shared with group members and the leader forms part of the team and the group members have a say in decision-making systems, policy determination and procedure implementation (Uchenwamgbe, 2013). The democratic leadership style involves power sharing as opposed to the authoritarian style, where power rests with the leader exclusively (Rattay, 2007). A democratic leadership style entrust subordinates with task completion, consults, encourages follower's participation, delegates tasks accordingly and relies on worker's skills and knowledge to accomplish tasks (Draft, 2015). In democratic leadership, employees have full confidence in the company's vision, feel motivated, and going forward they can be productive. Northouse (2015) makes an interesting point by stating that, democratic leaders are more successful than autocratic leaders.

As opposed to an autocratic style, the subordinates are friendly, confident and encouraged to express their suggestions and ideas and professional growth is guaranteed (Liverman, 2006). This type of leadership style has a direct impact on employee morale since it promotes job satisfaction, increases performance and fosters professional competency. Others provide evidence that proves that a democratic style of leadership supports an atmosphere that boosts employee morale (Liverman, 2006).

Autocratic leaders that do not pursue input from workers are likely to distance their workforce and reduce the employee feeling of participation (approach (Yahaya *et al.*, 2014). Democratic leaders are based on the principle of helpfulness, friendliness, open to employee contribution and encouragement of employees' participation in the organization's success (Fiaz *et al.*, 2017). When the workforce feels distanced, productivity and morale suffer. The leader that includes employees in the business's operations improves productivity and boosts employee morale. Most importantly, although the democratic leader solicits suggestions on decision making from the group on how activities will be accomplished, the leader never loses sight of the fact that regardless of the outcome of any activity, the leader solely bears the leadership responsibility (Liverman, 2006).

However, Rattay (2007) criticises the democratic leadership style in that it sound good on theory but it is slow in the decision-making process and that subordinates could be devoted to work rather than spending time and effort debating. Rattay (2007) further asserts that spending time in consultation in all decision making process is impossible and definitely slows down the actual work and can result in problems and difficult situations.

2.4.3 Laissez-faire leadership style

Laissez-faire is a French idiom meaning "let it be," also known as the "hands off style", when applied to leadership. It defines leaders who permit individuals to work independently without adherence to strict procedure or policy (Amanchukwu *et al.*, 2015). Laissez faire leadership style's main emphasis is neither on performance nor people. This "hands off" leadership style is based on the philosophical hypothesis that naturally people are uncontrollable, unpredictable, and therefore, any endeavour to understand people is energy and time wasting (Fiaz *et al.*,

2017). Laissez-faire leaders relinquish responsibilities and avoid decision making; it involves giving complete freedom to a team to set their own deadlines and do their work freely without leadership participation (Rattay, 2007). Koech and Namusonge (2012) argue that laissez-faire leadership is an avoidant leader that may either not interfere in the work affairs of employees or may entirely avoid accountability as a supervisor and is unlikely to put any effort into building a relationship with subordinates. The laissez-faire leadership style is categorised by a total or general failure to take drastic responsibilities by management in the organization (Belonio, 2012). The leaders maintain low profile, respect constituencies of the entity and allow subordinates the authority to make decisions about their work without creating waves of disturbance and the supervisor's interference (Fiaz *et al.*, 2017). Laissez-faire leadership style provides few available loyalists subordinates with information and resources required to get the job done, but then does not get involved (Amanchukwu *et al.*, 2015).

The laissez-faire leadership style can be effective if the leader observes performance and gives consistent response to the team members. The chief advantage of laissez-faire leadership is that of permitting team members so much independence which in return can increase job satisfaction and ultimately increased productivity (Amanchukwu *et al.*, 2015). However, it can be damaging if team members do not have the skills and knowledge to manage their time well and are not motivated to do their work effectively independently. This type of leadership can also happen when leaders do not have enough control over their workforce (Amanchukwu *et al.*, 2015). As a result, a laissez-faire style is associated with ineffectiveness, dissatisfaction and unproductiveness in the workplace (Koech and Namusonge, 2012). This form of leadership style cannot be effective in Ezemvelo operational sector since the entity necessitates that both the leader and workers have a contribution in the decision-making and achievement of activities to ensure the organizational success.

2.4.4 Transactional leadership style

Transactional leadership basically focuses on the exchange that occurs between the leader and followers. These changes permit the leader to achieve his goals through performance agreements which in return influence the behaviour of employees towards accomplishment of desired goals. To better understand the term, it is vital to differentiate it from transformational and pseudo-transformational leadership. Transactional leadership is where the leader uses

rewards for good behaviour and acknowledgement of work accomplishment for example Saddam Hussein (Rodrigues and Ferreira, 2015). Transactional leadership focuses mostly on the security and physical needs of subordinates (Koech and Namusonge, 2012). A transactional leader motivates subordinates to reach established targets by clarifying the roles and responsibilities of the task and by adopting rewards or punishment. Belonio (2012), asserts that transactional leadership style is based on legitimacy, traditional and bureaucratic authority within the institution where subordinates receive valued outcomes based on the leaders command. It stresses work projects, standards, and task-oriented goals. Transactional leaders should be able to recognise the rewards that would stimulate their subordinates to achieve their goals.

Northouse (2015) criticizes transactional leadership in that its practices leads followers into a short-term relationship with the leader. It is further argued that this relationship is too shallow; indulgence exchange and short-term relationships often create anger between the participants. Transactional leadership does not welcome employees' contribution and innovative methods of conducting work activities (Asrar-ul-Haq and Kuchinke, 2016). Furthermore other researchers condemn transactional leadership as it uses a one-size fits-all attitude. Finally, a transactional leadership style does not believe in the most capable people, it only perceives that subordinates will perform based on the incentive and disregards the passion for work and is an act of benevolence (Draft, 2015).

In contrary, transformational leadership is defined as the joint action that transforms leadership and engenders vests for those who participate in the process ((Naile and Selesho, 2014). Transactional leaders are capable of bringing about momentous change. It enables the redefinition of a people's renewal of their obligations, mission version, and the restructuring of their system for goal achievement (Draft, 2015). A transformational leader motivates, satisfying his subordinates needs through communication and endeavour to inspire them and encourage them intellectually, so that they execute their jobs both efficiently and effectively (Rodrigues and Ferreira, 2015; Northouse, 2015). Transactional leadership style focuses on subordinate compliance, task completion and relies greatly on organizational punishment and rewards to stimulate subordinates performance (Belonio, 2012). It involves a form of influence that moves subordinates to achieve more than is expected of them (Northouse, 2015).

Transactional leadership is more of a give and take working relationship. The relationship between leader and followers is recognised over exchange, namely a reward system expressly for meeting particular objectives. A contingent reward describe the extent to which effective transaction exchange is set-up between leader and subordinates. Leaders practising contingent rewards can be described as providing others with assistance in exchange for their efforts (Branson, 2013).

Pseudo-transformational refers to a leadership where the leader abandons responsibilities and avoids decision making, and who destroys the organization by taking it backwards, for example Robert Mugabe from Zimbabwe.

2.4.5 Transformational leadership style

Transformational leadership is one in which a leader is involved with the employees and forms an association that elevates their morale and is an inspiration taking the lead (Northouse, 2015). A transformational leader is a visionary who is responsible for motivating followers to perform and exceeds ordinary expectations (Asrar-ul-Haq and Kuchinke, 2016). It is the most prevalent style that can be applied to an extensive range of corporate opportunities (Northouse, 2015). It is the one that has defined clear goals, has integrity, inspires steps to clear communication, coherent expression of a vision and sets good examples. It brings significant change in followers and organization, promotes innovation, leads to changed vision and focusses on intangible qualities, for example share values, vision and ideas (Draft, 2015). Transformational leadership is concerned with stimulating, inspiring, motivating and supporting employees by appealing to higher ideals and moral values and often recognising and rewarding people for their good work (Bruhns, 2015). Transformational leaders encourage subordinates to perform beyond the call of duty and transform both the employee and the organization (Koech and Namusonge, 2012). In that, they push for high performance and challenge expectations, which in turn motivates and commits subordinates in the long run. Transformational leadership systems are supportive in stimulating organizational learning through intellectual promotion, support for employees, encouraging the acceptance of the team's goals, individualistic offering, building shared norms and beliefs and holding high performance anticipation (Nyukorong, 2016).

Transformational leadership inspires leaders to exceed their own interests and is capable of having a profound and extra ordinary effect on supporters (Draft, 2015). They inspire the team to work together towards achieving a common goal. Pertaining to this study, the former Chief Executive Officer of Ezemvelo KZN Wildlife, Khulani Mkhize, was a transformational leader through creating a considerable work environment favourable to the organization and a climate to self-training and team work among subordinates (Rodrigues and Ferreira, 2015). Furthermore the former CEO used a team cohesive style where he ensured that subordinates work collectively and remained cohesive to achieve a common goal or purpose. Transformational leadership combines the best practice as most leaders of this styles of leadership are reliable and can motivate employees to take action (Draft, 2015). Rawat (2015), argued that transformational leadership can inspire positive changes amongst subordinates. Transformational leaders are normally energetic, enthusiastic and passionate about their job. Transformational leadership styles are closely linked to charismatic leadership in that they appeal to the needs of the subordinates and have the capability to influence trust in the subordinates, such that they desire to replicate these characteristics (Asrar-ul-Haq and Kuchinke, 2016). The study conducted by Belonio (2012) discovered that a transformational leadership style has a positive influence on various aspects of employee job satisfaction. Tandoh (2011) states that through setting extra ordinary challenging expectations, collective efficacy and raising levels of self, transformational leadership style typically achieves meaningful, commitment levels and higher performance from its employees. Transactional leadership turned out to be premised as having a positive effect on different facets of employee job satisfaction.

According to Rawat (2015), transformational leadership concerns are not restricted to themselves and their processes alone, but they also extend towards the welfare of every single individual in the group to generate better performance. Transformational leadership can be contrasted with transactional leadership. Transformational leaders achieve the utmost performance from employees as they are capable to encourage their employees to increase their abilities for success and develop subordinates creative and inventive problem solving skills (Koech and Namusonge, 2012). Practically, they are reinforced by transactional leaders who work as managers in ensuring that tasks are accomplished. Contrary to transactional leadership, which is based on individual gain and the exchange of rewards for effort, transformational

leaders inspire and direct employee efforts by raising their awareness of the prominence of organizational outcomes and values (Sajjadi, 2014).

Northouse (2015) criticises transformational leadership in the sense that it is a non-diverse form of leadership as it contains structures of other domains, for example laissez-faire, charismatic and transactional leadership. It has been viewed as an exclusive and undemocratic form of leadership because of being attributed to the leader alone and followers are being ignored and regarded as recipients of a leader's efforts and desires (Northouse, 2015).

2.4.6 Ethical leadership style

Khuong and Hoang (2015) defined ethical leadership as, a demonstration of normatively appropriate conduct through personal actions, interpersonal relationships, the promotion of such conduct to followers through reinforcement, and two way communication and decision making. Palanski, Avey and Jiraporn (2014) argue that in research on ethical leadership, it is difficult to conduct an experiment where leaders are manipulated to be more or less abusive or ethical. Consequently, researchers cannot rule out reverse casualty where an employee, for example, becomes satisfied in his job and is thus determined to stay and generates an assumption on ethicality of the manager (Palanski *et al.*, 2014). It provides a system of principle or rules as a guide in making decisions about what is wrong or right and what is bad or good in a specific situation (Northouse, 2015). Furthermore ethical leadership provides a foundation for understanding of what it means to be an ethically honest human and are thought to be receptive and open, possess qualities like honesty, trustworthiness' and integrity (Bello, 2012). Northouse (2015) stated typical characteristics of ethical leaders include transparency, caring and fairness, promoting, truthfulness and participating in open communication and rewarding ethical conduct among subordinates. Such leaders make fair choices, are principled and structure work environments justly. Ethical leadership includes transactional leader behaviours such as holding followers to account for unethical conduct and setting ethical standards (Bello, 2012).

Northouse (2015) critiqued ethical leadership as lacking a strong body of traditional research findings to corroborate the theoretical foundations. Additionally, ethical leadership depends

greatly on writings of just a few individuals that are primarily descriptive and anecdotal in nature and are strongly influenced by people's opinions and particular worldview. Bello (2012) concluded in his study that ethical leaders must generate an ethically pleasant work atmosphere for all employees to serve as role models, communicate ethical issues, and put measures in place for the growth of accountable workers. For example the CEO must be a chief ethics officer for an entity as this is essential to assess personal areas of ethical risks such as monitoring the institution's adherence to ethical codes and ethics policy, guidance on ethical issues, and controlling ethics training programmes.

2.5 Leadership Theories

To better understand the subject matter, the researcher shall adopt the eclectic approach and draw from philosophies of leadership. The leadership theories adopted the belief that a leader was a male who had inherently heroic leadership qualities and had an influence on the followers. This section critically discuss leadership theories and the positive attributes of the theory together with relevant criticism is articulated.

2.5.1 Traits Theory (Great Man Theory)

Leadership has evolved since the early 20th century to the 21st century (Belonio, 2012). Previously, leaders were selected, identified and installed based on the trait approach (Yahaya *et al.*, 2014). The traits approach to leadership has its roots in leadership theory, where scholars suggest that traits have been around for a very long time. Traits approach has been one of the first systematic attempts to study leadership. Traits theory assumes that because of individualistic and innate traits certain people were born with distinctive qualities that made them great leaders (Draft, 2015). Traits theories are based on the assumption that leaders are correct and leadership is entrenched in the power of their righteousness (Tandoh, 2011). Myeni (2010) asserts that the key focus of traits theory was the discovery of the inherent talents that distinguished leaders from non-leaders. The trait theory contends that successful leaders must have certain characters, physical and social that were coded in their genes before birth, known as traits, influencing whether the individual acts as a leader (Northouse, 2015). These naturally born leaders are perceived to be universal and suitable to any situation since they possess

exclusive qualities like knowledge, expertise, emotional intelligence, and ability to motivate others, self-confidence, tolerance for stress, dominance, high energy, maturity and integrity (Draft, 2015).

The approach accordingly, rests on the postulation that successful leaders are born not made and because they have innate talents to lead due to the possession of these qualities, they are distinguished from non-leaders (Koech and Namusonge, 2012; Belonio, 2012). This approach has witnessed severe critiques from researchers and practitioners and consequently certain inconsistencies are associated with it. Draft (2015) asserts that traits are the unique personal features of a leader such as sociability, appearance, ability to provide direction and honesty. In the early twentieth century, research observed leaders who had achieved a level of importance, and hence became known as the Great Man approach. The Trait approach, according to Northouse (2015), emerged from the “Great Man” philosophy as a method of identifying the vital characteristics of successful leaders. Great man theories were conceptualised and accepted that the capability for leadership is inborn, and that great leaders are born and undeveloped (Amanchukwu, Stanley and Ololube, 2015). These theories frequently depict leaders as whimsical, brave and intended to advance to leadership when needed. The Great Man approach wanted to recognise the qualities leaders possessed that distinguish them from not-leaders (Northouse, 2015). Yahaya, Osman and Mohammed (2014) pointed out, that through this traits method, critical leadership personalities could be determined and individuals with such traits could then be installed, recruited and selected into leadership roles.

The characteristics of a successful conservation leader include a receptiveness to alternative solutions, orientation towards hands on management, a long term vision, eagerness to strengthen learning and development (Black *et al.*, 2011). Branson (2013) finds that not everyone can be a leader and to him that is not a bad thing. Branson (2013) says a leader is someone who brings out the best from people. Smit *et al.* (2007), critique traits approach leadership in that, it does not take into consideration the dynamics of the situational aspects that the leader is in as discussed previously. It does not take into consideration situational effects, for example, leaders in one position may not be a leader in another position. They advocate that the Great Man theory and traits theories place emphases on the leader but very little to the context in which the leader and the followers interact. Traits theory assumes that

leadership is not accessible to everyone, when there are female leaders that have to ascend to leadership responsibilities.

Traits theory suggests that it is not useful for training and development. Therefore, it becomes increasingly complicated as trait theory centres around male leaders and the responsibility that males play in leadership capabilities. For example in regard to this study, it is strange to note that ever since its inception in 1947, Ezemvelo has never had a female leader, which justifies the assertion above. This implies the need for a change in organizational culture, mentoring opportunities, women career training and development and increasing the number of woman in strategic positions to enhance their presence in prominent leadership roles. In addition, Uchenwamgbe (2013) argues strongly that the traits approach has largely failed to reveal these qualities and characteristics that constantly and clearly differentiate leaders from followers. The issue is further compounded by the non-consensus in traits, and how much of any trait a leader should have.

2.5.2 Skills theory

According to Northouse (2015) skills are different from traits discussed above. He emphasized that skills are what a leader can achieve whereas the traits are who the leader is (Northouse, 2015). Skills theory emphasises the knowledge, skills and ability that are learned and developed as an imperative factor in the practice of effective leadership (Amanchukwu *et al.*, 2015). Skills theory by no means refuses to admit the connection between inborn characteristics and the ability to lead successfully, but contends that acquired knowledge, developed style and learned skills are imperative to leadership performance (Amanchukwu *et al.*, 2015). However, Nyukorong (2016) has identified ineffective leadership globally as the greatest imperative reason for deteriorating business productivity and a descending positioning of business corporations. Effective leadership is imperative since it helps management to promote high morale, create a motivational environment and provides a sense of direction for the subordinates in an organization that assist in mind focusing (Satope, Akintunde and Olopade, 2014). Additionally, it inspires other subordinates to pursue the institutions vision, mission and goals and also creates a conducive atmosphere for change in the institution. An effective leadership is determined by three basic skills which a leader needs to possess and they will be

discussed in this study. All skills have the potential in shaping the success of a leader. A leader needs to have an appetite to transfer skills to the people. These are technical skills, interpersonal skills and conceptual skills which are discussed below. Northouse (2015) emphasized that for middle management, all three skills are vital, while at the Chief Executive Officer level, interpersonal and conceptual skills are critical.

Technical skills refer to the skills of a leader who is more operational, who possesses proficiency, experience and knowledge about the work activities who is an expert in the organization (Draft, 2015). Technical skills leaders are concerned ideally with the capability to utilise techniques and methods to accomplish a task (Naile and Selesho, 2014). Basically, technical skills play an imperative role in ensuring that the organization is achieving goals it intends to accomplish (Northouse, 2015). Technical skills involves hands on ability with a product, use of appropriate tools and technique and most importantly applies to all lower levels of management.

Interpersonal skills, on the other hand, are leadership skills of having knowledge about one's subordinated and being able to work with people at all levels of the organization. Briefly, it is the capability of a leader to get along with the people and help subordinates to work cooperatively to achieve common objectives. Broadly speaking, interpersonal skills are defined as knowledge and the ability of a leader to work with and through the people (Draft, 2015). Northouse (2015) asserts that interpersonal skills are the ability that assists the leader to work well with subordinates, peers and supervisors to achieve the organizational objectives. In that, they focus exclusively on the capability to communicate, comprehend and work cooperatively with subordinates and the team through developing effective relationships (Naile and Selesho, 2014). Leaders with interpersonal skills adapt their ideas to the subordinates and create a conducive atmosphere of trust and empowerment where subordinates become involved in planning of activities that affect them (Northouse, 2015).

Finally, Northouse (2015) defines conceptual skills as the ability to see the bigger picture and understand business concepts. It is the ability to do intellectual work of shaping of an institutional policy or what an organization stands for and where it is going. Conceptual skills are vital in formulation, articulation and creating of a vision and strategic plan of an organization (Draft, 2015). It is the ability of a leader to conceptualise the situation and choose

another possibility for problem solving and taking advantage of the opportunity (Naile and Selesho, 2014). Conceptual skills work well with hypothetical and abstract notion and are mostly imperative at top management level (Draft, 2015). While technical skills are concerned with the things, interpersonal skills focuses on people and conceptual skills focuses on the capability to work with ideas (Northouse, 2015). Draft (2015) presented a different perspective and criticised skills approach in that it appears to extend beyond the borders of leadership, making it more general and less specific. Additionally, skills approach weakens predictive value as it has too many components and it does not explain how skills lead to individual attributes and effective leadership performance.

2.5.3 Behavioural Theory

Behavioural theory of leadership suggests the opposite to traits approach, in that, it is established on the assertion that strong leaders are developed and made instead of born (Belonio, 2012). Draft (2012) argues that anyone can be trained to be an effective leader. Amanchukwu *et al.* (2015) concur that behavioural theories are learnt and enable any person to learn to become an effective leader through skills development, observation and training. This leadership philosophy focusses on the actions of leaders not on intellectual qualities or internal state (Amanchukwu *et al.*, 2015). Northouse (2015) asserts that the behavioural approach highlights the behaviour of the leader and focuses on the leader who expresses high apprehension for people, structure, deliberation and production will be effective. In that the leader's behaviour is linked with leadership effectiveness and ineffectiveness (Draft, 2015). It differs from the traits theory discussed above, as it concentrates on the characteristics of the leader or personality, for example, it focuses exclusively on what a leader does as opposed to who the leaders are (Northouse, 2015). The leader who puts effort to build the organization is regarded as a great leader (Anyango, 2015). Behavioural theories focus on the three leadership styles which emerged namely, Autocratic, Democratic and Laissez-faire leadership styles which will be discussed later in the document. According to Michigan research studying the behavioural approach, it was discovered that there are two primary behavioural leadership styles which are task-centred leadership and employee-centred leadership (Draft, 2015).

According to Northouse (2015), task-centred behaviour helps goal achievement. Simply, it assists subordinates to accomplish their goals. Draft (2015) asserts that task-centred leaders are more concerned about scheduling of activities, achievement of job and accomplishing productivity. The research suggest that leaders who were task focused towards employees and those who are relationship behaviour focused were less production orientated, while employee-centred behaviour assists subordinates feel relaxed with each other and with the situation at hand (Northouse, 2015). Draft (2015) argues that, on top of demonstrating support for subordinates, the employee-centred approach further facilitates positive collaboration among subordinates and seeks to reduce conflict. Therefore, the main aim of behavioural approach is to clarify how leaders combine these two kinds of behaviours to effect the followers in their efforts to reach a common objective (Northouse, 2015). The behavioural theory makes distinction between various behaviours of leadership styles which can either be autocratic, democratic and laissez-fair all of which will be articulated in the study.

However, Draft (2015) takes a distinct stand and critiques behavioural theory in that no universal leadership style could be efficient in virtually all aspects and that it suggests that the greatest effective leadership style is high-high style. Furthermore, Northouse (2015), argues that no research has adequately demonstrated how behavioural leadership style has been associated with performance outcomes.

2.5.4 Situational or Contingency Theory

The situational approach refers to the leader's ability to motivate subordinates through clarifying the necessary requirements to complete tasks. Situational theory is also known as contingency theory. Situational theory emphasises adapting style in that different situations demand different kinds of leadership. Situational theory advocates that the leader can analyse the situation and tailor-make their behaviour to advance leadership effectiveness (Draft, 2015). It requires that a leader sets clear objectives for goals attainment and motivating subordinates every step in attainment of those goals (Draft, 2015). Contingency theories of leadership focuses particularly on variables associated with the climate that might regulate which leadership style is best suited for a particular work situation (Amanchukwu *et al.*, 2015). According to the situational or contingency model, no single leadership style is appropriate in all positions. Success rests upon numerous variables, such as leadership style, situational features and qualities of followers. The situational approach focuses on leadership in situations

(Northouse, 2015). Belonio (2012), argues that the contingency theory suggests that what makes a great leader depends on the situation. The premise is that different situations demand different types of leadership (Northouse, 2015). It assures that leaders must match their leadership styles to the situation and decide whether it is favourable or unfavourable to their style of influence (Draft, 2015). Consequently, to be an effective leader, it is critical that an individual adapts his or her leadership style to the demands of diverse positions. Situational leadership demands that leaders match their styles to the commitment of the subordinates and their competency (Northouse, 2015). Situational leaders allow subordinates to do work without interference. For example, allowing more experienced people to do their work on their own, while teaching the junior subordinates what to do. What is unique about the situational approach is that when a leader changes his style, followers need to adapt. Subordinates and the leader need dialogue about the kinds of leadership they need. The leader does communicate with subordinates and everything is done to them rather than with them.

Leadership entails formulation of the organization's strategy by crafting the vision which is embedded in the mission statement and reducing into goals which are reduced into objectives (Smit *et al.*, 2007). The vision should be understandable and easily defined through clear short and long term achievable goals. The leader gains power to influence others in achieving a common goal. Therefore, a leader needs followers as there is no leadership without followers. Leadership is essential for the organization to achieve sustained change and eventually a higher degree of effectiveness (Bruyere, 2015).

Northouse (2015) critiques the situational approach due to lack of conclusive research which raises theoretical consideration regarding the validity of the theory and further empirical research is needed to determine the level of competency and commitment for each developmental level. Additionally, conceptualisation of obligation and why it differs is unclear and duplication studies fail to substantiate the basic prescriptions of the theory model. Situational theory fails to address sufficiently the matters of group leadership versus one-on-one in the organization and does not justify how demographics influence the leader-subordinate prescription of the model.

2.5.5 Contemporary Theory

Contemporary leadership style has evolved instinctively from an improvement on leadership styles, which are deemed to be more unadventurous. Contemporary leadership focuses on the importance of the follower. Contemporary leadership is a paradigm shift from traditional leadership styles where the focus was on the leader. It differs from the traditional leadership style in many aspects.

Spector (2014) criticises contemporary theories for concentrating on ideology and suggesting that there is one appropriate method to lead. He argues that these contemporary theories fill the gaps in the leadership literature by expanding into areas of inspiration, emotions and moralities (Spector, 2014). Leaders need to develop a different kind of global mind-set, a more contemporary style of cultural competency, and a new form of adaptability. In contemporary leadership terms, indications and traditions can have resonant effects on culture and organizational development (Ahn, Ettner and Loupin, 2011). Symbolic messages are used by individuals to understand their situation and to create a social reality. For example, a corporation symbol can communicate beyond languages and cultures to prospective clients and personnel (Ahn *et al.*, 2011). Contemporary leadership theories, although recent in their development, have their origins entrenched much deeper in history. The contemporary leadership principle and techniques must drive the practice of motivating employees to meet targets. The most common contemporary leadership models include transactional, transformational and charismatic leadership which were discussed in section 2.4.4 and 2.4.5 above.

2.6 Employee morale within the organization

Morale is a widely used term and many authors have defined it differently. Many researchers have spent an extensive amount of time on the topic of employee morale and are trying to discover the causes in the workplace (Jeter, 2014). Morale is difficult to catch, achieve or find. It is difficult to measure, control or define (Khandre, Pithawala and Ahir, 2015:947). Morale is regarded as the most significant state of mind of a person, which is conveyed as enthusiasm, loyalty and self-confidence toward an institution (Kandhakumar and Balasingh, 2016).

However, Jeter (2014) defined morale as the relationship that a group of employees or a particular employee has with the work and the business they work for. Khandre *et al.* (2015) concur and define morale commonly to a feeling of passion, energy, confidence in individuals or groups so that they are able to match with the tasks allocated to them. Kandhakumar and Balasingh (2016) posit that morale can be defined as a person's attitude towards being part of a group or organization. It is a mixture of elements of employee's different responses to, their superior, their institution, and their fellow workers, feelings for their jobs, their working conditions, and their pay.

The Oxford Advanced Learner's Dictionary (Oxford Advanced Learner's Dictionary, 2016) defines morale as "the amount of confidence, enthusiasm and determination, that a person or group has at a particular time." However, Vasantham (2014) defines morale as the total satisfaction that an individual stems from the prevailing atmosphere, his occupation and the factors that appeal to his individual susceptibilities.

Jeter (2014) noted many key indicators that low or poor morale exists and employees are unmotivated, a high incidence of employee grievances or complaints, increased absenteeism, a number of transfer requests and bad-mouthing among employees in the workplace. Morale, can vary from very high to very low; it is the degree of enthusiasm and the willingness of an organization's employees to perform together to accomplish a common goal (Bruhns, 2015). A key factor in ensuring positive employee morale determines the behaviour either positively or negatively in an organization (Kandhakumar and Balasingh, 2016). Morale is linked directly to employee satisfaction and the motivation level in their job. Ultimately morale reflects on employee performance and leads to employee retention.

High morale aids workers achieve stressful responsibilities in the face of adversity. Employee morale mirrors the satisfaction and sense of achievement that employees get from being part of the group. Good morale means the interest in being part of the group and a possible desire to do something else (Kandhakumar and Balasingh, 2016). A healthy employee morale in the place of work plays a critical role in the productivity and organizational success (Matsaung, 2014). Good morale can spur vigour to challenge these issues, through better endurance and determination (De Rousse, 2015). Great morale leads to success while low morale brings defeat

(Vasantham, 2014). The greater the morale the higher the prospect that employees are happy with the work projects and the culture of the atmosphere (Jeter, 2014). A high morale is based on positive feelings among employees, for example enthusiasm, a desire to obey orders, and willingness to cooperate with co-workers (Bruhns, 2015:252). High employee morale has been connected with stability in the workplace, supportive leadership, and clear roles and responsibilities.

On the other hand, low morale has been associated with personnel feeling that they have no voice in the workplace, high levels of abuse, insufficient staffing components and risk of violence (Wolf, Dulmus, Maguin and Cristall, 2013). Low morale leads to waste, inefficiency, unrest, low productivity and insubordination amongst workers (Matsaung, 2014). If the employees in an organization possess high morale then their attitude to stay in an entity will increase; by contrast, if morale is low they may leave the organization (Kandhakumar and Balasingh, 2016). High employee morale has its advantages which are the willingness to cooperate to achieve the organization's goals, loyalty to the organization and its leadership, and comprehensive superior and subordinate relations (Bruhns, 2015).

Employees who are interested in their jobs and in their organization, and who are proud of their organization, willing to build and work in teams, and thus feel empowered (Bruhns, 2015).

The level of morale the employees have towards their institution regulates the success and failure of the organization. It is almost like an undistinguishable component that determines the failure and success of an institution (Vasantham, 2014). An institution needs subordinates with high morale and also morale is a psychological factor and measures can be adopted to build a high level of morale in an employee's mind-set (Vasantham, 2014). Consequently, it is imperative for every institution to keep the employee morale high (Arunchand and Ramanathan, 2013). Vasantham (2014), concluded that for the leader to conquer the world, he needs high employee morale. Similarly, Kandhakumar and Balasingh (2016), concluded that morale is the key factor contributing to ineffective or effective performance of an organization. Therefore, the organization needs employees who possess high morale. When workers have great morale, the entity can then accomplish great results but when the morale is poor the results will be low. Additionally, Stewart-Banks, Kuofie and Hakim (2015) discovered in their study that recognition and accountability were considered motivational factors that feature in work performance and staff morale.

Employees with higher job satisfaction levels are more productive, their labour is of better quality, they develop successful programmes and improve their work group's competitiveness within their organization (De Rouse, 2015). On the contrary, unsatisfied employees are more likely to have low employee morale, and consequently, call in sick, and have negative feelings among employees, for example, dissatisfaction with working conditions and therefore, discouragement. Low employee morale affects productivity and as a result there are high rates of absenteeism and labour turnover, a decrease in work quality, a decrease in productivity, an excessive number of complaints and grievances, frustration and a lack of discipline (Bruhns, 2015). Low morale hampers employee commitment, dedicated to the organization and furthermore affects the organization's productivity, service delivery and pessimism among employees (Arunchand and Ramanathan, 2013). Poor morale is transmissible as it might begin with one dissatisfied worker and develop into a general condition, or spread from one department to another, until eventually the entire organization will suffer (Bruhns, 2015).

As a result, Khandre *et al.* (2015) suggest that, based on the above reflection, it is typically apparent that employee attitudes mirror the company morale. Therefore, it is critical that organizations introduce strategies that strengthen work atmosphere by enhancing employee performance, increasing employee satisfaction, increasing employee morale and high productivity, which ultimately will produce great outcomes. Therefore, it is critical for the entity to implement good strategies to boost high employee morale. Leadership is a critical factor that affects employee morale and can also add value for employees as well.

2.6.1 The importance of morale in an entity

Poor morale can be costly to the entity. Employee morale is regarded as the connection that workers have with the company they work for (Arunchand and Ramanathan, 2013). Morale is viewed as the fuel that drives an institution forward or the fuel that feeds the fire of employee poor performance, dissatisfaction, and discontent (Ngambi, 2011). The morale of workers gets boosted when, for instance, they have a positive atmosphere about their work and can meet their imperative work needs (Arunchand and Ramanathan, 2013). Such a confident morale can lead to better organizational performance. But when employees are unhappy about their workplace and feel that their work is unappreciated, their morale becomes low or negative (Arunchand and Ramanathan, 2013). High employee morale is important in the organization since it improves performance and creativity, reduces the number of leave days, provides a

safer work environment, increases attention to details and increases work quality (Matsaung, 2014) . In addition, high morale leads to employees coming to work timeously, improves recruitment and retention, improves communication channels, lessens wastage on gossip and more creativity in the workplace (Ngambi, 2011). Furthermore, morale can improve and energise productivity from employees while simultaneously creating a conducive working atmosphere within the institution (Matsaung, 2014). It is critical to determine the reasons for low employee morale so that it can be managed effectively.

2.6.2 Causes of low employee morale

Employee satisfaction is the term used to pronounce whether employees are satisfying their requirements, contented and are happy (Sageer, Rafat and Agarwal, 2012). Similarly, employee morale is associated with role clarity, leadership qualities of line management and the degree of cooperation among employees (Wolf *et al.*, 2013). Leadership style has an influential effect on both employee morale and productivity (Liverman, 2006). The study conducted by Matsaung (2014), revealed that poor leadership has a detrimental effect on employee morale. Numerous measures support that employee satisfaction is a factor in employee goal achievement, employee motivation and positive employee morale in the work place. Matsaung (2014) suggested that leadership should play a significant role and be more effective in addressing employee morale for example assigning tasks to employees based on skills as opposed to office politics, and should talk less and listen more.

Furthermore, Ngambi (2011), advises that leadership should give employees more responsibilities, defer to individuals with great expertise, hold workers to account, overcome resistance to change, communicate clearly how the entity is planning management changes and create clear expectations. The leadership skills that are crucial in improving employee morale are for example, setting achievable organizational goals and problem solving, ability to deal with change, leading people well, good communication and ultimately improving employee satisfaction (Matsaung, 2014). The researcher opined that the leadership must boost employee morale by being interested in employees, show appreciation and by being open and friendly to them.

Basically employee satisfaction is a degree of how happy workforces are with their duties and working environment (Sageer *et al.*, 2012). Bruhns (2015) defines job satisfaction as an employee's attitude to his or her work and the working environment. Vasantham (2014) asserts that, if the work provides subordinates a chance to prove their worth, aptitudes and grow personality, employees will be satisfied and will have great morale. The drive to understand and explain job satisfaction for utilitarian reasons concentrates on reduced absenteeism, low staff turnover and increased productivity, and for humanitarian reasons on the health and well-being of workers. Bruhns (2015) asserts that stress is a contributor to employee morale. Stress is associated with pressure, tension and frustration. Stress gives rise to unwanted behavioural changes such as reduced effectiveness and inadequate achievement.

2.6.3 Strategies to combat low employee morale

Matsaung (2014) advised that, to improve employee morale, it is critical for an entity to understand what the causes of poor morale are in the first place. The study conducted by Chipeta (2014) discovered that the vital factors that could improve employee morale are better salaries, improved availability of resources for helping patients, reduced workloads, performance management, and improved staff welfare, training opportunities and access to career development opportunities. While Matsaung (2014) concluded that workers are a great asset to the entity, consequently, valuing their thoughts, suggestions and opinions could provide substantial understanding in organizational performance and its goals achievements.

In addition, Vasantham (2014) argues that two way communication, job enrichment, modifying the work environment, incentive systems, training and development, feeling of belongingness and identity plays an important role in improving staff morale. Arunchand and Ramanathan (2013) emphasised that employee morale is part and parcel of workplace culture and it is instrumental in the organization. Matsaung (2014), argues that creating a culture where a team understands that their wellbeing is important will be considered a step in improving employee morale. Vasantham (2014), reiterates that two way communication between the workers and management is vital. If the effective communication exists, employee morale will increase which increases the productivity of the company and subsequently will be able to meet their goals (Arunchand and Ramanathan, 2013). Vasantham (2014), suggested that employees must

be kept conversant with the organizations' programmes and policies through bulletins, conferences and informal discussion with workers. Job enrichment is critical and the leadership must ensure that employees have uninterrupted job satisfaction and are motivated often. The workers must feel relaxed with the leader and must feel free to share their opinions with leadership and the supervisor must respect the employee's views and treat them respectfully (Vasantham, 2014).

A performance appraisal system is any company's decision that affects the status of workers regarding promotion, demotion, transfer, retention, salary decrease or increase, admission into training programmes and termination (Sinkeet, 2016). Bruhns (2015:253), defines performance appraisal as a formal management tool to evaluate the quality of employees performance. Matsaung (2014) regards performance appraisal systems as a crucial indicator measuring employee performance. According to her study, the respondents indicated that there were no performance contracts in place to hold them responsible and accountable for their duties. Typically, performance appraisal is compiled by the employees' direct supervisor (Bruhns, 2015). Sinkeet (2016) describes performance appraisal as a formal interaction structure between a worker and supervisor, which frequently takes the form of annual or semi-annual interviews where the workers performance is discussed and examined. Its key objectives are identifying skills development programmes that are required, weaknesses and strengths, determining remuneration outcomes and opportunities for improvement (Sinkeet, 2016).

Finally, Matsaung (2014) regards training and development as the key to any institutional success and development and advantageous to the employer and employee as it affords employees an opportunity to learn and grow, while the employer will benefit since trained employees will be efficient and increase productivity in their workplace. Hence, there should be proper training and development in place for the workers such that they can perform their work competently, satisfactorily and circumvent frustration. For example, when the employees are given adequate training and development, they get psychological satisfaction and perform their work meticulously without stress (Vasantham, 2014).

2.7 The learning organizations and leadership

Learning organizations are corporations that are known to possess the capacity to adapt continuously and rejuvenate themselves in response to the changing climate over acquiring skills, creating and transferring knowledge (Stefanchin, 2014). Senge (2006) defined learning organizations as those companies that inspire generative and adaptive learning, work in conjunction with other workers to find the best answer to any challenge and encouraging their workers to think outside the box. The learning organization can be characterised as the company that learns progressively and transforms itself (Jones, 1998). Peter Senge has laid the groundwork from which organizations have the prospect to prosper and grow further. Senge (2006) states in advance that he expects no acknowledgement for discovering the five disciplines, as he emphasised that they are the invention of the work done by multitudes of people decades ago. Learning organizations are those corporations which constantly keep on learning to accomplish desired outcomes and competitiveness (Nyukorong 2016). The purpose of learning is to master the environment and subsequently improve performance (Stefanchin, 2014). A learning organization represents a great instrument for leaders as it aids workers to learn more about the processes within their entities, the products, remain ambitious and furthermore answer the challenges in the modern rapidly changeable business climate (Senge, 2006).

A learning organization becomes vital as it empowers workers or representatives to constantly access new intelligence while applying their new established knowledge in doing their work or bureaucratic decision making. Senge (1999) suggested that a collaboration of practices must meet to design a learning organization. It is outside the purview of this study to outline each one of these magnitudes, so the focal point will be on systems thinking as one of the essential components that constitute a learning organization (Senge, 2006). Senge (1999) finds that teams, not individuals, are the central learning unit in contemporary co-operations. Senge (2006) stresses that the discussion among the members of the team escalates the capability of the organization to develop and grow.

Leadership is one of the important components in learning organizations and an instrumental part in facilitating a learning organization (Nyukorong, 2016). Leadership is a vital constituent of an institution's capability to succeed or fail (Stefanchin, 2014). Nyukorong (2016) argued that leadership determines values that enable organizational learning. That is based on the fact

that leaders are the individuals who create the procedural and organizational structure to expedite the systematic analysis, storage, collection, distribution and usage of data that is instrumental for institutional performance (Nyukorong, 2016). Leadership must be capable of creating a learning atmosphere. Leadership in learning organizations is placed on coordinated and synergetic partnerships (Jones, 1998). Leadership must encourage rich discussion for learning to take place across all levels of the organization. There must be extensive support for the role of discussion within the organizational learning literature and learning organization (Stefanchin, 2014). Diverse analysts have demonstrated that leadership and organizational learning are closely interdependent and that leadership applications can devote to the development and outcome of organizational learning actions (Nyukorong, 2016). Leadership traits such as empowerment, visioning, and leading learning are imperative to the development of a learning organization (Stefanchin, 2014). Equally, upon becoming a learning organization, the necessity for visioning becomes low whereas empowerment and leading learning are now critical for sustained success. Hence, employees must be committed to the company's vision and mission of becoming a learning organization (Stefanchin, 2014). Nyukorong (2016) reiterates that many companies embraced and implemented the integral disciplines of the learning organization, placing intensity on knowledge circulation, acquisition and uninterrupted learning.

Caldwell (2012), critiques the learning organization concept in that it is critically flawed since it cannot theorise the organising practices by which learning, leading to learner sharing, occurs in organizations. He asserts that Senge's under theorised emphasis on distributed leadership neglects issues of practice and power. Fielding (2001), concurs with the sentiments and opines that Senge's work lacks an adequate understanding of the pervasiveness of power in organizational life by incorporating it into the theory and practice of the learning organization. Therefore, Senge conflates individual independence and choice with collective learning of function that defines the moral imperatives of the learning organizations as systems that exceed the individual (Caldwell, 2012). Senge effectively marginalised differences by placing too much emphasis on the process of dialogue. Fielding (2001), feels that Senge seems to lack a sufficient coherent philosophy of work.

However Senge (2006), reiterates that his objective was to depict what a learning organization could resemble and how it could be formed. He did not intend to persuade people that they should construct a learning organization. Through this presentation, this concept of learning organization, he was offering a choice, “The choice, as always the case, is yours” (Taggart 2008:8). Magzan (2012), concluded that learning comprises an evolution of mentality over learning, and therefore, a key function of leaders in today’s environment is to become learners themselves. Furthermore, leaders need to facilitate and promote learning in organizations so that people can continuously broaden their capacities to understand complication, improve vision, accuracy and mutual capacity (Magzan, 2012).

2.8 Building high performance teams in an organization

Today’s corporations faces a stormy atmosphere where diversity assumes the only uninterrupted (Castka, Bamber and Sharp, 2001). Partnership is agreeable a progressive precondition to face stormy atmospheres in numerous entities, hitherto there are many hindrances to its prosperous execution (Castka *et al.*, 2001). The capability of an organizations to be skilled at teamwork and building high performance team is crucial to gain a competitive advantage and may regulate the future failure or success of the organization (Warrick, 2016). Team building is one of the imperative factors of success in business. Trust is crucial in team building, where trust is one vital building block and top level sports teams serve as instructive examples. Leadership is a critical dimension that includes clear goal standards and roles. Castka *et al.* (2001) studied high performance teams in wildlife conservation and established that drastic decision making is one of the crucial cognitive characteristics for high performance of teams that includes the willingness to examine all alternatives for solving problems.

Castka *et al.* (2001) define a team as an enthusiastic association of people who work well together, dedicated to achieving common goals, appreciating doing so, and yielding great quality products. A team is defined as a group composed of a small number of individuals, with outstanding competence, devoted to a common purpose, with a set of accomplished goals and an approach for which they hold themselves equally liable (Warrick, 2016). Hakanen, Häkkinen and Soudunsaari (2015) argued that most companies necessarily favour individuals over team responsibility. Compensation schemes, performance evaluations, career path and job

description are more focused often on individuals (Castka *et al.*, 2001). Team work can significantly improve job satisfaction, efficiency, effectiveness, communication, quality, innovative thinking, morale, performance, speed in getting work done and trustworthiness to the organization (Warrick, 2016).

A team is a simple unit of performance, which combines, experience, skills and insight of team members. Teamwork offers real organizational advantages by reduced absenteeism, improving productivity and enhancing employee satisfaction (Hakanen *et al.*, 2015). To achieve these challenges, organizations are forced to speed up and be effective, improve quality, be flexible in response to change in the external atmosphere, reduce costs and use their intellectual capability fully (Castka *et al.*, 2001). Teamwork brings together complimentary skills and experience that exceeds those of individual on the team (Warrick, 2016). Teamwork provides a social attitude that improves the administrative and economic facet of work (Castka *et al.*, 2001). The capability of an institution to be proficient at teamwork and build high performance teams is a vital key to competitive advantage and may regulate the eventual failure or success of numerous companies. In today's rapidly changing and highly competitive atmosphere, teamwork is not the only fundamental to an organization's success, but a considerable factor as organizations that excel at teamwork will consistently out-perform and be better, smarter and faster than their competitors (Warrick, 2016).

The scepticism is that although almost every organization believes in the value of teamwork, and it is greatly acknowledged that teamwork plays an important part in the failure or success of an entity, institutions may not follow through on this belief. In contrast, institutions which are not experts at teamwork are sure to be confident to endure the many external and internal trials that a lack of teamwork brings (Warrick, 2016). Teamwork is almost a paramount subject in textbooks on leadership and how to structure successful organizations, in which leaders preach the necessity of teamwork, and there is a plethora of research backing this idea but most organizations do little if anything to build teamwork. No amount of team building can substitute for a team leader who is devoted to building a high performance team that performs above the benchmark and has the skills and knowledge to lead a team successfully (Warrick, 2016).

2.9 Summary

In conclusion, different types of models, leadership styles and theories have been advocated to give clarification on the various leadership styles and to aid leaders to stimulate their supporters in accomplishing organizational goals. Vasantham (2014) asserts that, Napoleon Bonaparte, leader of France, conquered the world because he had great team morale. There is no doubt that employee morale impacts significantly on productivity and performance. Having a performance review process in place that assists to positively impact morale is essential to all organizations regardless of size or type. Therefore, Ezemvelo needs employees who possess positive morale who will achieve great results; but, if morale is low the final result will be poor. Therefore, it is the responsibility of the institution to implement approaches to boost high employee morale.

CHAPTER 3 : RESEARCH METHODOLOGY

3.1 Introduction

Chapter 3 outlines the methodology that was pursued by the researcher in answering the research questions. To fully understand challenges associated with leadership and employee morale at the work place it was imperative to undertake this research. The purpose of this study was to evaluate the effect of leadership style on employee morale at Ezemvelo KZN Wildlife. To achieve this purpose, the objectives were to determine if the leadership style implemented by Ezemvelo KZN Wildlife influences employee morale; to evaluate what determines the leadership style at Ezemvelo KZN Wildlife; and to ascertain how the employees at Ezemvelo KZN Wildlife perceive the leadership style of the organization.

The researcher deliberated and justified the methods chosen as to why the methods were the most appropriate to use. In addition, clarification on the method used for data collection and the method used to process the data. This chapter considers in details methods that were used to collect primary and secondary data needed for the research. In this chapter, the researcher outlines the research philosophy and approach, research design, introduces the study area, target population, sampling techniques and sample size. In addition the researcher discusses how pilot testing of questions were undertaken, ethical clearance applied, data collection, data analysis and the programme that was used in analysis.

3.2 Research philosophy and approach

Research philosophy is ‘a system of belief and assumption about the development of knowledge’ Saunders, Lewis and Thornhill (2016:124). They reiterated that, research philosophy is a belief behind the choice of the research method of data collection and analysis Saunders *et al.*, 2016). Philosophies commonly adopted in business and management research are: critical realism, interpretivism, postmodernism, pragmatism and positivism, which are briefly discussed (Saunders, Lewis and Thornhill, 2009).

Critical realism philosophy concentrates on clarifying what was observed and experienced in the underlying structure of reality that form the noticeable actions. Realists maintain what the researcher experiences is the images of the things in the real world, sensations and not the things precisely (Saunders *et al.*, 2009). Critical realists outline how often human senses deceive us. Critical realism refers to a value-laden research where the researcher's knowledge is biased by global views, upbringing and cultural experience (Saunders *et al.*, 2009). The researcher tries to minimise errors and bias and also to be as objective as possible.

Interpretivism is a value bound research where a researcher is part of the research. It believes that there is no objective reality or truth. To the contrary, Saunders *et al.* (2009) argue that the world we are interested in as a social scientist, is not objective because it is constructed by each of us differently. Saunders *et al.* (2016) assert that in interpretivist research humans are different from physical phenomenon as they create meanings. The main aim of interpretivist approach is to create a richer understanding, and to interpret context and the social world. The advantage of the interpretivist paradigm is that it enables the researcher to be alive to changes that might transpire, allows for complexity, contextual factors and facilitates the understanding of the how and why of social processes (Saunders *et al.*, 2016).

Postmodernism is a value-established research where the researcher and the research are entrenched in power relations and some research narratives are suppressed at the expense of others (Saunders *et al.*, 2009). It relates to the role of language and authority relations, seeking questions, accepting ways of thinking and giving voice to alternative marginalised perspectives. Postmodernism always understands that language is inadequate and partial (Saunders *et al.*, 2016).

Pragmatism is a value-driven study sustained and initiated by the researcher's reflexive, beliefs and doubts (Saunders *et al.*, 2016). It argues that the most imperative factor of the axiology, ontology and epistemology, is that the researcher embraces the research question, and therefore may be more convenient than the others, particularly in answering questions (Saunders *et al.*, 2009). Pragmatism strives to reconcile both subjectivism and objectivism, accurate values, facts, meticulous knowledge and different contextualised experiences (Saunders *et al.*, 2016).

In the pragmatism approach, the importance of research findings is its practical significances and the researcher should not be rigid in his approach.

For this study positivist approach was used to develop better understanding of motivational factors such as leadership, flexibility, pay and recognition which contribute to improved employee morale at Ezemvelo KZN Wildlife. The positivism approach relates to the philosophical natural systematic technique in human behavioural study and is of the opinion that the survey must be limited to what can be impartially measured, observed, or which exist independently of the feelings and opinions of what is researched (Welman, Kruger and Mitchell, 2005). The positivist method accepts that knowledge about the social world can be accessed objectively, that reality is objective, simple and fixed and there is only one existence in nature and only one truth (Saunders *et al.*, 2016). The benefits of the positivism paradigm is that it holds easily comparable information, a clear hypothetical focus for the research from the beginning, is cost-effective with a large amount of data collection, and a great opportunity for the researcher to retain authority of the research method (Saunders *et al.*, 2009). An imperative constituent of the positivist approach is that the research is tackled in a value-free technique as far as possible (Saunders *et al.*, 2009).

However the positivist approach has disadvantages; for example, it is inflexible as direction cannot be changed once data collection has commenced, and often it is not strong at understanding social processes and it does not ascertain the context respondents ascribe to social phenomenon (Saunders *et al.*, 2016).

The researcher would like to differentiate between a deductive and inductive analytical approach. An inductive approach involves using specific and concrete observation to develop an abstract logical relationship between phenomena. Induction strategy implies the process of building theory. In the case of induction strategy, the researcher develops new concepts and specifies the relationship between them on the basis of the evidence collected. The evidence is generalised in this process and is utilised in qualitative research. Finally, in inductive research, the researcher does not develop a theoretical framework.

However this study made use of the deductive analytic approach since the researcher is not creating a theory. It involves the process of testing the general theory (Saunders *et al.*, 2016). This approach is done through finding out if abstract, logical relationships apply to specific, concrete context. During the process of deductive analysis, general ideas are linked to empirical evidence. The researcher utilises mostly quantitative research as the theory will be deductive from the literature review. In deductive research, a literature review will help the researcher to establish a theoretical framework and hypothesis (Saunders *et al.*, 2009).

3.3 Research design

Welman *et al.* (2005), define research design as the strategic framework, logical plan, and architecture or a structure according of how the researcher intends to pursue the study. There are three different strategies that can be used in research. Each strategy can be employed and classified for exploratory, descriptive and explanatory studies. In descriptive studies, its object is to depict a precise profile of the event situation or person. It is usually research that cannot be simple but be descriptive since the readers reaction would be to what attitude therefore, it is a means to an end and not an end in itself (Saunders *et al.*, 2016).

Explanatory study establishes a causal relationship between variable and may be termed explanatory study. Emphasis is on studying a situation to explain the relationship between variables. The research design used in this particular study was exploratory in nature (Creswell, 2013). The researcher is of the opinion that exploratory research is malleable and can address research questions of all kinds such as why, what and how. Exploratory research is undertaken in the interest of increasing understanding of a little or recently researched setting, phenomenon or group and it is used to gain intuitiveness into a research topic (Saunders *et al.*, 2016). Drawing on Welman *et al.* (2005), such research tends to use comparatively small samples of subjects to permit the researcher to get close first-hand information. The major benefit of using exploratory research was that of assisting to determine whether to proceed with the study idea and how to approach it. The rationale behind the researcher using exploratory research was based on the fact that it can afford a comprehensive understanding, while descriptive design provides an opportunity for describing situations or events. Exploratory research tends to be non-systematic and non-representative due to broad use of qualitative methods (Saunders *et*

al., 2009). However, the researcher opines that exploratory research can have the drawback of not being beneficial for decision making purposes, but its benefit of looking to clarify what is happening in a specific situation is more imperative. Additionally, the researcher believes that exploratory research is aimed at simplifying analysing by predicting certain phenomena on the basis of general relationships, for example leadership styles and employee morale in the place of work. However, exploratory research provides vital data where little information exists and can be useful for preliminary decision making before a formal study is designed.

The strategies that Saunders *et al.* (2016) consider important in the study are experiment survey, case study, action research, grounded theory, ethnography and archival research. Experiment research owes much to the natural sciences, although it strongly features in much social science research, psychology in particular. The survey strategy is usually associated with the deductive approach.

A central feature of this study's research design was the case study approach. Case study is defined as “a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context” (Saunders *et al.*, 2016:145). As a result, if the researcher uses a case study approach, it is expected to use and triangulate multiple methods of evidence to develop converging conclusions. Triangulation is another way of enhancing the validity of qualitative research (Saunders *et al.*, 2016). Triangulation describes the combination of two or more theories, data sources, methods or researchers in the study of a topic and assists with the consistent robustness and comprehensiveness of the study (Saunders *et al.*, 2016). The researcher held a meeting with two officials from EKZNW to formally present the study ideas. Thereafter, in line with the EKZNW’s requirements, a proposal was submitted for consideration.

3.3.1 Time horizon

The important question the researcher asks when planning the study is: ‘Do I want my research to be a “snapshot” taken at a particular time or do I want it to be more akin to a diary or a series of snapshots and be a representation of events over a given period?’ (Saunders *et al.*, 2009:155). The differentiate time horizon research between cross-sectional and longitudinal research.

Longitudinal research allows a lot of time for observation of subjects over a long period of time and the capability to exercise measure of control variables under survey. The capacity that longitudinal research has to study change and development was regarded as its main strength. From a longitudinal study perspective the researcher would be capable of accessing meaningful data, which would give the researcher influential insight into developments in employees and worker relations over a period of wide-ranging change (Saunders *et al.*, 2016).

However, this study used a cross-sectional research survey. In cross-sectional survey, data is only collected at one point in time. Under cross-sectional studies, the study is of a phenomenon at a particular time because of time restrictions. Saunders *et al.* (2009) substantiate this point based on the understanding that most research projects undertaken for academic purposes are necessarily time framed. For example, in this study the researcher had limited time to complete the study, hence a cross-sectional study was undertaken.

3.3.2 Quantitative and qualitative research approach

In management and business research the terms quantitative and qualitative are extensively utilised to distinguish between both data collection techniques and data analysis procedures. The emphasis on numeric or non-numeric data might be one way of distinguishing between qualitative and quantitative research methods (Saunders *et al.*, 2016).

Quantitative research is all about measuring relationships between variables. Quantitative approach is about gathering information focused on describing a phenomenon across a larger number of participants thereby providing the possibility of summarizing characteristics across relationships or groups (Saunders *et al.*, 2016). In quantitative research the key goal of the researcher is to determine the relationship between independent variables and dependant variables in a population (Welman *et al.*, 2005). Therefore, quantitative research measures variables, when it tests hypotheses, when it compares results and when it generalises its findings to the target population (Creswell, 2013). However the researcher noted that quantitative research is unable to ensure that the atmosphere is conducive for the participants to easily and honestly complete the questions. Saunders *et al.* (2016) critique quantitative

research in that it is difficult to recognise untouched and new phenomena and caution interpretation without a controlled group. Furthermore, it also fails to provide the researcher with conclusive data on the context of the situation where the phenomenon took place.

In order for the researcher to acquire knowledge and achieve the research purpose and objectives, the quantitative research approach was adopted to achieve the objectives of this study and come up with a conclusion. The quantitative research approach for this particular study was used to evaluate the effect of leadership styles on employee morale used in EKZNW and to determine if the leadership styles implemented by EKZNW had an influence on employee morale. Quantitative research methods are more empirically rigorous, impartial and objective and were used to permit generalisations to be made about a larger population, on the basis of small, representative samples (Welman *et al.*, 2005). Quantitative research is used for testing theories and examining the relationship among variables (Creswell, 2013). It is frequently used as a substitute for any data collection method like a questionnaire or data analysis procedure e.g. statistics or graphs that create numerical data (Saunders *et al.*, 2016). The advantage of quantitative methods was to enable a comprehensive understanding of the phenomenon by providing a broad overview.

In contrast, the qualitative method focuses on understanding processes, meaning, experience and behaviour and descriptive data provision, as anticipated by the individuals or groups studied (Bless and Higson-Smith, 2006). In qualitative research, the 'how and why' rather than 'what and how many' is the aim and the focus of the research question, with the sole aim of developing theoretical understanding of an observed phenomenon and an integrated conceptual concept. Qualitative approaches are thus suitable in circumstances where the researcher is sure that quantitative measures cannot sufficiently interpret or describe a situation or where one needs to identify firstly the variables that might later be tested quantitatively (Creswell, 2013). The primary aim of qualitative research is to use methods to probe, describe and document the experience, feelings, behaviour, knowledge and values of the individual study subjects in relation to the phenomenon (Welman *et al.*, 2005). It allows identification of new and untouchable phenomenon, gives one-on-one and anecdotal data, deeper understanding of mechanisms and provides verbal information that might be transformed to a numerical system (Saunders *et al.*, 2016). The disadvantage of the qualitative approach is that it cannot generalise

to the general population, is difficult to assess relationships between characteristics and is difficult to apply statistical methods (Saunders *et al.*, 2009).

Prior to conducting the study, appropriate permission was sought from Ezemvelo to conduct the study and to engage the employees. Once the authorisation to undertake the survey had been granted by the executive at Ezemvelo KZN Wildlife, the data collection process commenced (Appendix 2 attached).

3.3.3 Study area

The study was conducted using permanent staff from Ezemvelo KZN Wildlife. This institution plays a critical role in nature conservation and the protection of our biodiversity heritage which contribute to the tourism sector of the province. It is considered by its peers as one of the leading conservation authorities both locally and internationally. The study focused mainly at Head Office, although the respondents who participated in the study were from throughout the province.

3.3.4 Target population

A population is defined by De Vos, Delpont and Fouche (2011) as the term that demarcates borders on the research units. It is basically a group of people the researcher intends to investigate. Population refers to individuals in the universe who retain explicit features. The total population of this study has a headcount of about 2360 employees (EKZWN, 2016). However a total of 1970 unskilled employees were excluded from the sample. Therefore, the target population for this particular study was set at 390 employees. The researcher would have appreciated to have a target population which consisted of all employees from Ezemvelo KZN Wildlife, but due to budgetary constraints and practicality, the research was narrowed down. The target population is the target or precise focus of the research study (Saunders *et al.*, 2016). To gather the information required, the study's sample size was a total of 120 respondents to participate in the survey. Field Rangers, General assistants and Fixed Term Contract employees were excluded from the survey. The detailed breakdown of the respondents target sample for

each of the categories of employees surveyed is described in Table 3.1 below. The sample size comprised of 4 executive management, 12 senior management, 42 middle management and 62 junior staff. The researcher anticipates that these individuals would provide honest answers in identifying the leadership styles that have an effect on employee morale.

Table 3.1: Respondents Target sample

Description of Respondent Type	Target Population	Sample Size	Returned Questionnaires
Executive Management	4	4	3
Senior Management	18	12	11
Professionally Skilled (Middle Management)	188	42	39
Skilled (Junior Staff)	178	62	61
Total	390	120	114

3.3.5 Sampling techniques

Sampling is the process of selecting a sample of a population of interest for the purpose of making inference and observation about the population (Saunders *et al.*, 2009). Generally, the purpose of sampling has been defined as ensuring representation of the population under study (Bless and Higson-Smith, 2006). Welman *et al.* (2005) assert that sampling methods can be categorised into two types which are probability and non-probability sampling designs (Welman *et al.*, 2005). Probability sampling is a technique where every unit in the population has an equal opportunity of being selected in the sample, and this probability can be precisely determined (Creswell, 2013). As a result, probability sampling is often correlated with experimental and survey research strategies (Saunders *et al.*, 2016). Under probability sample, there are four different types of sampling techniques such as, simple random, stratified random, systematic random and cluster sampling.

Simple random sampling is a subset of a stratified population where every unit of the population has the same known equal opportunity of being selected from the sample frame

(Welman *et al.*, 2005). Simple random sampling avoids bias in selection and allows for extrapolation of the results back to the target population (Saunders *et al.*, 2009). It involves selecting the sample randomly from the population through using the table of random numbers or computerized random number generator (Saunders *et al.*, 2016).

Stratified random sampling involves alteration of random sampling in which the researcher divided the target population into two or more layers based on one or a number of features (Welman *et al.*, 2005). Saunders *et al.* (2016) argue that in stratified sampling, the target population is divided into exclusive subpopulations according to the same criterion that is connected to the variables under survey. Creswell (2013), emphasizes that stratified sampling ensures that all groups are equally represented in the population. It is utilised when the researcher wants to highlight a specific subgroup within the population (Saunders *et al.*, 2016).

Systematic random sampling is sometimes called interval sampling and it randomly selects first participants. It uses regular intervals from the sampling frame, for example, target population divided by sample size (Welman *et al.*, 2005). This type of sampling is used when sample numbers from a larger population are selected according to a random starting point and a periodic, fixed, interval (Saunders *et al.*, 2016). For example, for a researcher to draw a systematic random sampling the researcher needs to list, identify, quantify the components in the population, identify the skip interval (k), classify the random start and draw a sample by selecting each interval (k) in the entry (Saunders *et al.*, 2016).

Cluster sampling is comparable to stratified sampling as the researcher requires to break the population into separate groups before sampling (Saunders *et al.*, 2016). Cluster sampling differs from stratified sampling in that it divides the population into many subgroups, it ensures homogeneity between subgroups, and also ensures heterogeneity within subgroups based on the study variables. Finally, it randomly chooses various subgroups that the researcher usually wishes to study in depth. The drawback of cluster sampling is the existence of the possibility of bias in each phase (Welman *et al.*, 2005).

In contrast, the non-probability sampling technique is where the same element of the population have no chance of selection (Saunders *et al.*, 2016). It comprises the selection of elements based

on premise regarding the population of interest, which forms the criteria for selection. Under non- probability sampling there is quota, snowball, self- selection, convenience and purposive sampling. Quota sampling is used for structured interviews as part of a survey blueprint and it is non- random entirely. Quota sampling is based on the basis that the researchers sample will represent the target population as the inconsistency of the sample for numerous quota variables similar to that in the target population (Saunders *et al.*, 2016). Quota sampling has many benefits as opposed to probability sampling, for example, it is less costly and can be implemented quickly.

In snowballing sampling the researcher identifies a small number of individuals who have the characteristics in which they are interested. These individuals then act as information to identify other members (e.g. friends or acquaintances) or put the researcher in contact with, others who qualify for inclusion and these in turn identify others (Saunders *et al.*, 2016). The main challenge is in making introductory contact. Once the researcher has made the initial contact, these individuals will find further members of the population, who will then find further members and so the sample grows like a rolling snowball in size until saturated (Welman *et al.*, 2005; Saunders *et al.*, 2009).

Self- selection is when the researcher allows individuals to recognise their desire to participate in the research. The researcher therefore needs to promote the need for cases, either by asking individuals to participate, advertising through suitable media houses and gathering information from those who responded (Saunders *et al.*, 2009). Usually individuals that self-select do so often because of their opinions or feelings about the study's stated objectives or questions (Saunders *et al.*, 2016).

Convenience sampling is frequently called opportunity or accidental sampling. It includes selecting the adjacent cases to serve as participants and continuing that process until the needed sample size has been reached. Accidental or opportunity sampling involves choosing indiscriminately cases that are uncomplicated to obtain for the researchers sample, like the person interviewed randomly for a television programme in a shopping complex (Welman *et al.*, 2005 and Saunders *et al.*, 2016). Though this method is widely utilised, its drawback is that

it is disposed to influence and bias that are outside the researcher's control owing to the fact that the respondents appear in the sample because they were obtained easily (Welman *et al.*, 2005; Saunders *et al.*, 2009).

However, the sampling approach used for this particular study was the non-probability sampling called purposive or judgemental sampling (Saunders *et al.*, 2016). This sampling involves the purposeful selection of a sample. In most cases purposive sampling was used to access information where the researcher deliberately selected knowledgeable people or those who have in depth prior knowledge about the subject (Welman *et al.*, 2005).

Due to timeframe and financial constraints the studying of the whole population was practically not feasible. The researcher picked a representative sample of the whole population from the staff complement by deliberately selecting a sample of 120 respondents drawn from the target population of 390 from EKZMW permanent employees for the purpose of providing important information for the study (Frankfort-Nachmias and Nachmias, 2008).

Saunders *et al.* (2016) advocate that purposive sampling empowers researchers to utilise their judgement to select persons that best allow the researchers to answer the research questions and to meet the research objectives. In judgemental sampling, a feature of qualitative research, the researcher cherry-picks the individuals to be included in the sample on the basis of their judgement, their possession or typical of the features required (Welman *et al.*, 2005). Simple random sampling was used to supplement this sampling. Purposive sampling has pragmatic advantages. The benefit of purposeful samples is that of being uncomplicated, convenient and economical, which, under certain conditions, may out-weigh the danger involved of using probability sampling (Saunders *et al.*, 2016). The other advantages of using judgemental sampling is that of offering an opportunity for choosing information-rich cases where a great deal can be learnt about critical issues relevant to the study (Bless and Higson-Smith, 2006). However, as it is solely reliant on the subjective consideration of the researcher than on scientific criteria, this is the key drawback in this sampling type.

3.4 Research instrument

According to Welman *et al.* (2005) there are numerous methods used in data collection. The choice of the technique used rests largely on the features, research topic, objectives, problem question, expected data, design, and results. Specifically, this study employed questionnaires as a measuring instrument to collect primary data from the respondents (Appendix 1). Saunders *et al.* (2016) describe a questionnaire as a pre-formulated document comprising questions intended to obtain information from the sampled respondents and is widely used as a data collection technique in research surveys. The design of the questionnaire varies according to how it is delivered and collected from the respondents (Saunders *et al.* 2016). A good questionnaire should not be too long. Simple English should be utilised and the questions should not be difficult to answer. Basically, a good questionnaire requires sensible language, assessment editing and redrafting (Saunders *et al.*, 2009).

In this dissertation, a self-completed questionnaire was utilised to solicit information from the respondents (Creswell, 2013). Self-completed questionnaires can be distributed through the web browse using hyperlink, by internet, post or be electronically mailed or hand delivered to each respondent and collected later. The research chose to use a self-completed questionnaire as a method of data collection since they are effective, inexpensive and easy to administer (Welman *et al.*, 2005). Questions were established based on the study objectives and derived from the literature review. The researcher's opinions did not influence the respondents to answer the questionnaire in a particular way since there were no visual or verbal hints.

In particular, self-completed questionnaires were less intrusive compared to face-to-face or a telephonic survey. The instrument allowed respondents flexibility since they were free to complete questions in their own time as soon as they had received the questionnaire. The researcher opted for this method since the researcher believed that the respondent is not interrupted by the researcher or data collector while completing the questionnaire unlike other research methods. The further advantage of a questionnaire is in reducing bias. To ensure construct validity, a draft questionnaire was originally framed by the researcher with the objective of collecting all relevant information required for achievement of the research objectives. Thereafter, it was refined in discussions with the research supervisor.

While the instrument could be considered to be used commonly as a research technique, it has some shortcomings which must be taken into account. The questionnaire naturally includes a low response rates, which may be accounted for by misunderstanding of questions, a non-representative sample, knowledge or experience deficits which might provide skewed results (Welman *et al.*, 2005). In addition, the shortcomings of using the questionnaire was that the participants may feel hesitant to give out some information about their organization. The researcher felt that the research focused on leadership style and employee morale, therefore, people may feel hesitant to give out information about their supervisor's leadership style. A pilot study was administered to ascertain respondents understanding of the questions, during which some shortcomings were overcome and the questions were assessed by the researcher and his supervisor to determine their significance to respondents and the objectives of the study.

To allow for quantification and generalisation of questions, the researcher used both open-ended and closed-ended questions and provided space for the respondents to make comments. In open-ended questions, participants are given answers to select from, but answers are phrased so that participants are stimulated to explain their reaction and answers to the question, with a paragraph or a sentence. This study made use of open-ended questions to permit participants to express their opinions without any restrictions (Welman *et al.*, 2005). The benefit of using open-ended questions was that the respondent's response was not prejudiced by the questionnaire or the interviewer (Welman *et al.*, 2005).

Closed-ended questions were those questions in which the participants were given multi-choice answers, making it easy to standardise and compare responses during data analysis (Smit, 2000; Welman *et al.*, 2005). The negative point was that they could introduce bias, either by presenting choices that would not have been considered or excluding answers that the respondent might have chosen (Frankfort-Nachmias and Nachmias, 2008). Questions were based on a five-point Likert scale method, where participants had to indicate their extent of agreement or disagreement. A Likert scale is the most common form of scale in social sciences and was used to measure multi-dimensional attitudes (De Vos *et al.*, 2011). This five-point rating gauge asked participants to choose a positive, negative or neutral answer. The scale was set out as follows: Strongly disagree = 1; - disagree = 2; - neutral = 3 - agree = 4; - strongly

agree = 5. The questions in the questionnaire were focused on the leadership styles, the importance of morale, job satisfaction, performance appraisals and training and development.

The questionnaire was managed through drop and collect and also electronically via email, where the researcher hand delivered or emailed questionnaires to the selected individuals and they were requested to return the completed questionnaire to the researcher. The participants were requested to complete the questionnaires during their regular working hours at Ezemvelo. All participants were assured that their participation was voluntary and anonymity was guaranteed before distributing the questionnaire. Data was analyzed using quantitative measures. This was done to ensure immediate clarification of information and opinions where necessary and that all questionnaires were returned and non-responses eliminated (Creswell, 2013).

3.5 Pilot testing of questions

According to Welman *et al.* (2005), it is imperative to pilot test a questionnaire to ensure that there is no problem of understanding or any other source of confusion. After the researcher formulated a draft questionnaire, a pilot study was undertaken on a small number of respondents to identify the likely problems and eliminate them before it was sent to all the respondents (Creswell, 2013). The pilot was conducted with 3 senior managers and 5 junior staff. The pre-test respondents had similar attributes to those of the main target respondents of the survey. To assess the relevance, eliminate misunderstanding and effectiveness of the questionnaires, the pilot study was conducted before conducting interviews.

The purpose of piloting was to identify commonly misunderstood, irrelevant, inconsistent and redundant questions. The pilot was used to gain feedback on the length of time taken to complete the questionnaire. The research tested on a small number of individuals in the sample by asking for written feedback on the questions (Creswell, 2013). To avoid wording error while phrasing the questions, the researcher needs to imagine how the respondents understand and answer the questions and should be cognisant of the way their answers will be analysed (Bless and Higson-Smith, 2006). A pilot test serves as a precautionary measure to avoid or solve

challenges that may arise in the study and can be used to ensure that procedures are efficient, valid, suitable, reliable, problem and error free (De Vos *et al.*, 2011). A pilot study helps the researcher to check for typographical errors and to learn from peers, improve the questions, and improve on the efficiency and effectiveness of the questionnaire.

For this study the pilot study was conducted from the 17th to 19th October 2017 with 3 senior managers and 5 low ranking staff from the EKZNW who had not been subjected to an interview earlier. These individuals were randomly selected by the researcher. The trial run was to guarantee that the questions asked were not misleading, explicit or yielding feedback that was difficult to interpret and analyse. After completion of the pilot study, some questions were reframed based on the written feedback response from the pre-testing, as they were misunderstood by the respondents. The researcher excluded the pilot study participants from the final sample for the actual study to avoid pre-empting of the survey at the main data collection. (Creswell, 2013). This was done to ensure that validity of the collected information was maintained.

3.6 Validity and Reliability

Validity refers to the extent to which evidence and theory supports the interpretation of the test measures that the researcher desires to measure (Welman *et al.*, 2005). It is concerned with whether an instrument correctly measures what is being assessed. The validity of an instrument is constrained by the reliability of the instrument; unreliable measures will not have good validity (Saunders *et al.*, 2016). To enhance validity and reliability of the questionnaire, the researcher undertook a pilot test. Welman *et al.* (2005) state that validity is the scale by which the sample of trial items signifies the content that the test is intended to measure. Therefore, content validity which was engaged by this study is a measure of the degree to which data collected, using a certain tool, embodies a precise domain or content of a particular concept. The instruments used were assessed on the validity verification of accuracy of an instrument's consistent reliability over a period of time. Types of measures used were the survey research numerical measures and qualitative research non-numerical measures.

Welman *et al.* (2005), state that reliability refers to the reliability of measurement and is evaluated regularly by means of the test-retest reliability technique. Reliability is necessary contributor to validity, but an inadequate condition for validity. Reliability of a measure ensures constant measurement across the several items in the instrument, across time and hence indicates the extent to which it is without bias. Reliability was increased by using uniform testing procedures, by testing a different sample of individuals and including many similar objects on measure. The connection between reliability and validity can be illustrated by using a bathroom scale. For example if the bathroom scale measures the researcher's weight correctly, it then means the bathroom scale is valid and reliable. But if the bathroom scale consistently overweighs the researcher's weight, for example, by 6 kilograms, then the bathroom scale is reliable but not valid (Saunders *et al.*, 2009). If the bathroom scale measures intermittently from time, then it is not reliable and cannot therefore be valid. Therefore, if a measurement is not valid, it is barely reliable as it does not ensure what the designer wants it to measure to solve the researcher's problem. In this situation, reliability is not as appreciated as validity, but it is far easier to measure. Reliability specifies the degree to which it is without bias and thereafter it confirms reliable measurement across strength and through the numerous objects in the tool (Saunders *et al.*, 2016). Reliable instruments can be used with confidence that transient and situational factors are not interfering (Saunders *et al.*, 2009).

In addition, to ensure validity and reliability of the survey, the internal inconsistency of the instrument was measured using the SPSS version 25. The Cronbach Alpha was tested on leadership styles and employee morale. As shown in Table 4.2, the overall Cronbach Alpha coefficients for the whole instrument was 0.836, signifying that the items have comparatively high internal consistency. The values that are from benchmark of 0.7 and over are normally regarded as in line with the statistical reliability which was deemed acceptable (Field, 2013). In this study, the Cronbach Alpha coefficients ranged from 0.810 to 0.876, therefore, the scales used for this research study was considered valid and reliable. The instrument used in this study has been tested and used in other research studies elsewhere.

3.7 Bias

There are many kinds of bias such as information bias, selection and volunteer bias. Bias is a systematic error, for example, it is built into the study design (Saunders *et al.*, 2016). Bias

cannot always be eliminated, but it should be recognised and if possible be minimised ((Saunders *et al.*, 2009). Recognising bias in a study assists the researcher with the interpretation of the study results, for example, it avoids jumping to conclusion.

3.8 Data Collection

The researcher used both primary and secondary data collection methods for the requirements of the study. Primary data can be assembled in numerous of ways, such as interviews, observations and questionnaires (Saunders *et al.*, 2016). For this study, it was found that the questionnaire technique was the most appropriate to collect data directly from the employees of Ezemvelo KZN Wildlife. The questionnaires were hand delivered and sometimes electronically emailed by the researcher to several targeted respondents within EKZNW staff. The questionnaires were collected after a few days once they were fully completed by the respondents. On the other hand, secondary data sources, including a review of previous research reports, articles, text books, journals, magazines, newspapers, review published and unpublished theses related to leadership and morale were used to support the findings of the current study.

Data collection started soon after the ethical clearance (Appendix 3) and approval from the Ezemvelo to conduct the study (Appendix 2). The researcher made an appointment to see the targeted population in their offices. After agreeing to participate in the survey, the subject was introduced and all participants were asked to sign the consent form after it was explained by the researcher. The researcher assured participants that their privacy was protected and they understood that the researcher cannot use the data collected for any other purpose. The researcher further assured all the participants that their anonymity was guaranteed and their participation was voluntary before distributing the questionnaire. Formal data collection, which mainly involved questionnaires, was conducted from 15th to 30th October 2017. The survey took between 20 to 30 minutes to complete. This period was adequate for data collection, and generally, seasonality had no effect on the quality and nature of data. During the data collection session, the researcher encouraged the return of questionnaires through conducting personal visits and follow ups with the respondents. Upon completion of the survey, participants were thanked by the researcher in person.

3.9 Data Analysis

Data analysis is the procedure of applying meaning, structure and order to the data collected (Welman *et al.*, 2005). It includes the classification and numbering of questions collected from the field. Both primary and secondary collection methods were used in data gathering. However, the questionnaire was the main technique used in data collection. Once data was collected from the field, time was allocated to going through each questionnaire in detail, with the purpose of acquiring a synopsis of the outcomes. Data analysis resumed as soon as the researcher completed the questionnaire exercise. The SPSS computer program, version 25 was used for data analysis. Microsoft Excel 2013 was the main tool employed to process and analyse collected data in quantitative form, and it was also used to create spreadsheets and to generate graphs and tables for presentation and discussion whilst SPSS version 25 was used for inferential statistics. The main justification for using Microsoft Excel 2013 spreadsheet was based on the fact that the programs, the technique facilitated word processing and data analysis are very accurate and easy with this software. Data was coded by analysing numerical values to each question.

3.10 Ethical Considerations

As the study involved engagement with humans, one of the requirements of the research project was the need to be ethically cleared in line with the University of KwaZulu-Natal Research Ethics Policy compliance requirements. Part of the research proposals and questionnaire were submitted to the Humanities and Social Sciences Research Ethics Committee (HSSEC) to obtain ethical clearance approval (Saunders *et al.*, 2016). The researcher therefore, needs to strictly abide by all terms and conditions specified by the HSSEC. Thus, ethical clearance is vital to ensure that the participant's rights, confidentiality, anonymity and respecting the participants' privacy and integrity are protected (Saunders *et al.*, 2009).

In this study, the participants were fully informed and made aware of the purpose, details and nature surrounding the study before commencement of the questionnaire survey distribution. The respondents were informed that the information they were about to provide would be used

to complete a dissertation only. Before completion of questionnaires commenced, a written and signed consent form was obtained from the respondents as pertinent ethical clearance procedure stipulated by HSSEC at the University of KwaZulu-Natal.

The respondents were assured by the researcher that they would suffer no harm nor any risk involved through their partaking in the survey. They were advised that they will not be subjected to any form of emotional or body pain. The respondents were made aware that if at any stage they experienced stress because of the sensitive nature of the survey, the answering of questions should stop instantly.

In this study, the consent form reminded the respondents that participation in this project was voluntary. The respondents were not coerced in partaking in the research and there were no personal or monetary benefits from participating in this survey. Participants were made aware that exit from the survey is possible at any stage and no damage or losses would be incurred. They were assured that the information provided would be treated with utmost confidentiality in that, the respondents would remain anonymous and their divisions would not be mentioned in the final report. The respondents were further advised that they are at liberty to refuse to participate or pull out from the survey at any stage, should they feel uncomfortable and no damages or losses would be incurred. The researcher also ensured that the respondents identity remained non-traceable, undisclosed and that their rights of privacy were protected at all times (Saunders *et al.*, 2016). Also to ensure confidentiality, respondents were informed that providing their names on the questionnaire was not compulsory.

3.11 Summary

This chapter explained in details the research methodology employed by the researcher to conduct the study. The researcher started by defining the research design that was used for this particular study. The study research design was exploratory in nature. Target population, sampling techniques and research instruments were analysed. Non-probability sampling known as purposive sampling was used to select individuals to participate in the study. A quantitative research approach was undertaken in this particular study due the time constraints. A sample size of 120 was selected from the target population of 390 individuals to make this particular

study more generalizable. Both primary and secondary data collection tool were utilised to collect data from the respondents. Primary data was collected using a self-completed questionnaire that was hand delivered or electronically mailed to the participants by the researcher. The informed consent form was presented and all respondents graciously complied and signed it. Furthermore pilot testing of questions was undertaken. Validity and reliability of the instrument was tested through the Cronbach Alpha coefficient technique. The instrument proved valid and reliable. The results of the research findings produced by this research methodology are analysed and presented in the succeeding chapter.

CHAPTER 4 : ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction

The purpose of this study was to evaluate the effect of leadership style on employee morale at Ezemvelo KZN Wildlife. To achieve this purpose, the objectives were to determine if the leadership style implemented by EKZNW influences employee morale; to evaluate what determines leadership style at Ezemvelo KZN Wildlife; and to ascertain how the employees at KZN Wildlife perceive the leadership style of the organization. The research questions were: does the leadership style implemented by EKZNW influence employee morale? What determines the leadership style at Ezemvelo KZN Wildlife? Lastly, how do the employees of KZN Wildlife perceive the leadership style of the organization?

This chapter four is devoted to present findings of empirical data that was gathered from the participants using the questionnaire. The study further made use of simple statistical analysis techniques such as SPSS, Spearman's mean, variance, standard deviation and mode to analyse data. Cronbach alpha coefficient was used to estimate the proportion of variance that is consistent in a set of tests, to investigate the reliability (Field, 2013). On the other hand, scores were expressed in percentages and utilised to represent the number of respondents who gave particular responses to certain questions in the questionnaire.

4.2 Respondents response rate

In total, 120 questionnaires were distributed to all targeted employees of EKZNW and a total of 114 (95%) questionnaires were returned fully completed. The targeted sample size was 120 derived from the 95% confidence level with a 5% margin of error. The drop and collect method was considered by the researcher very good as opposed to other methods. It is worth noting that not all questions were answered, thus creating a slight disparity on sample numbers (n), for example, some have 114 while others had 112.

4.3 Demographic information

This section of this dissertation wanted to analyse personal data of the respondents. The demographic information of the participants represented was diverse in their gender, age, education qualifications and number of years employed at Ezemvelo. The more detailed analysis of the participants' demographic data is presented in the following Table 4.1 below, which provides a greater perspective of the respondents involved with the study.

4.3.1 Gender distribution

Analysis of the data collected as illustrated in the graph in Table 4.1 revealed the distribution of respondents according to their gender. Analysis discovered that the bulk of the respondents, 56% were female as opposed to, 44% of respondents who were male. The dominance of the female over the males could be attributed to the fact that the study was based at Head Office and Regional office where most of the work is administrative as opposed to field based.

Table 4.1: The demographic profile of the respondents

Gender	Responses	%	Age	Responses	%	Qualifications	Responses	%
Female	65	56%	18-35	46	44%	Diploma	36	32%
Male	49	44%	36-45	42	33%	Undergraduate	18	16%
			46-56	18	17	Postgraduate	50	44%
			57-67	6	6	Grade 12	10	8%
Total	114	100%		112	100%		114	100%

4.3.2 Age distribution of respondents

Age is a contributing factor to employee morale at the workplace. The researcher requested the age of respondents to find out the level of respondents understanding on leadership and other aspects of employee morale at Ezemvelo. From the information shown in Table 4.1, the majority of respondents, 44% belong within the age range from 18-35 years. This led to the conclusion that the majority of respondents who participated in the study were aged 18-35 years. This was followed by 36-45 years which represented 33% while 46–56 years was 17% and the smallest age group range from 57-67 years was 6%. This points to the fact that the

organization is losing people with skills and institutional knowledge. As employees reach retirement age and have retired, this affects the organizational operations since the entity will have to employ new employees with new attitudes which will in turn affect employee morale negatively.

4.3.3 Respondents' Level of education qualifications

Assessing the respondent's levels of qualification, Table 4.1 shows that the level of education composed of Grade 12 was 8%, people who possess diplomas was 32%, while undergraduates comprised of 16%, and the majority of respondents, 44% hold postgraduate degrees. This suggests that most respondents were in a position to provide a fair evaluation of their performance and that of the style of leadership of their supervisors.

4.3.4 Work experience of respondents

Years of experience within an organization is an indication of commitment and represents an element of loyalty. In this study, the respondents were invited to specify the number of years they have spent with Ezemvelo. According to the results from the study presented in, Figure 4.1 employees who have been within the organization for less than 5 years were 21% while those who have been with the entity for 5-7 years and 8-10 years were 17% respectively. Employees who have been with the organization for more than 10 years were an overwhelming 46%. As illustrated in Figure 4.1, this was a sign that Ezemvelo has kept experienced employees with maturity and the ability to perform at optimal levels.

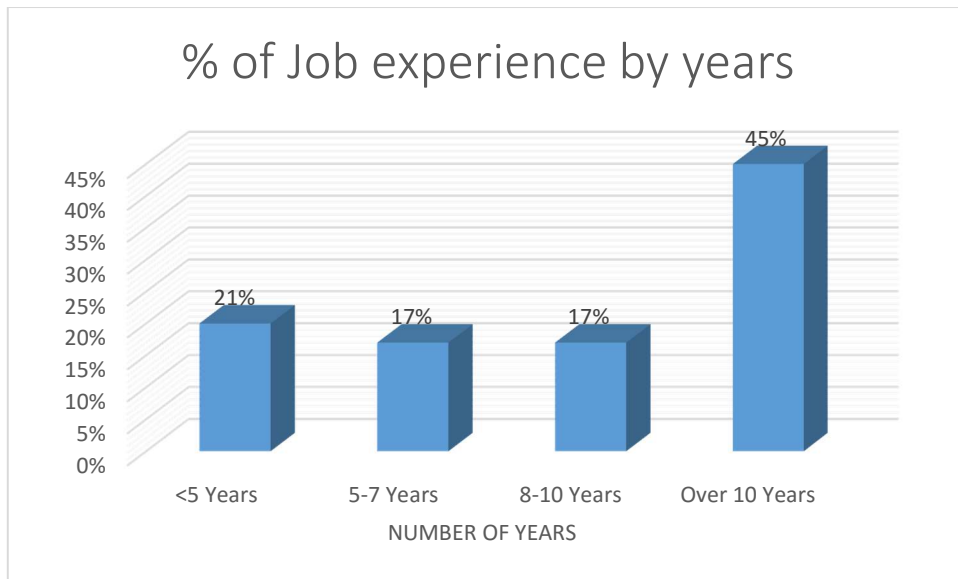


Figure 4.1: Responses showing respondents work experience

4.3.5 Post levels of the respondents

The post level occupied by the employees in the organization was an imperative demographic variable that the study took into account to be able to influence the way individuals lead or are being led. As a result, the respondents were requested to indicate their post levels within the entity. From the findings in Figure 4.2, it was revealed that the majority of staff that were interviewed (51%) were junior staff, middle management consisted of 37%, whereas senior management was 9% and only 3% were of Executives.

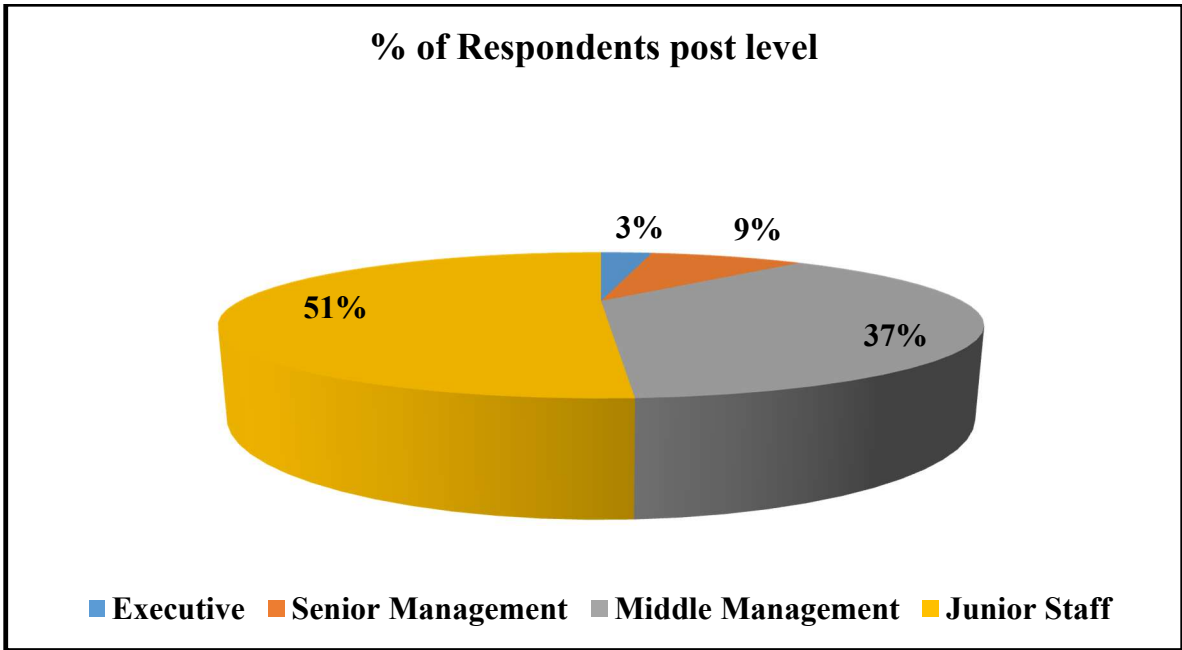


Figure 4.2: Responses post level of respondents

4.3.6 Respondents' department or section

The study sought to find out the department or section where employees are based. According to the study results presented in Figure 4.3, the majority of employees (47%) interviewed came from administration, which includes Human Resources, Finance, Projects, Technical services and legal, Biodiversity conservation had 40%, Executive and management comprised of 7% and only 6 % came from the Ecotourism section.

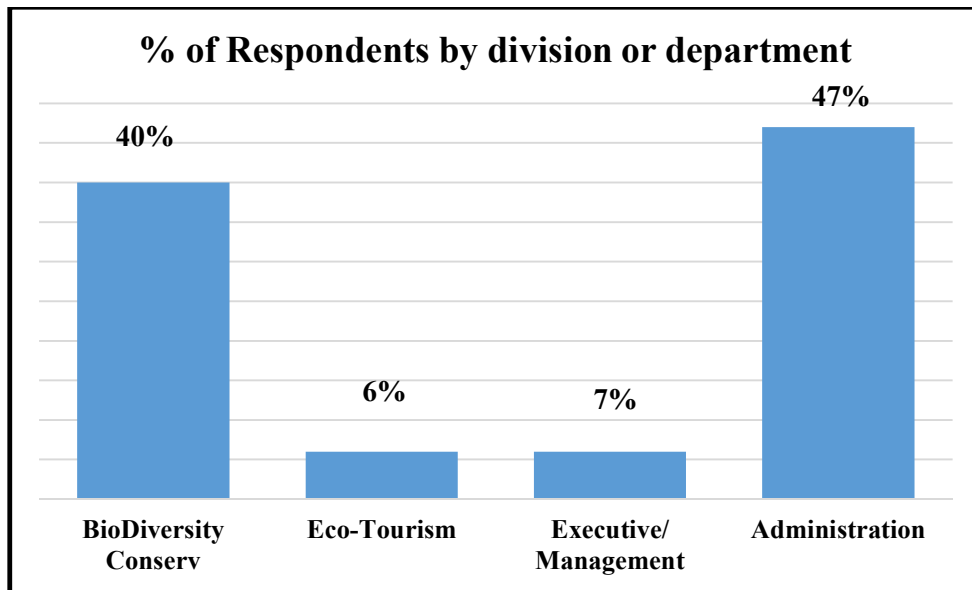


Figure 4.3: Responses division of respondents

4.4 Critical Correlations

Sekaran and Bougie (2013) defines the Spearman rank correlation as a nonparametric test, used to study the relationship between two ordinal variables. The researcher in this particular study employed the nonparametric measure to test the strength and direction of association that exists between variables and to prove each of the research questions. The Spearman's correlation analysis was appropriate as this study used ordinal variables which are a Likert scale type. A correlation matrix was used to examine relationships between variables. Since the data was not normally distributed, the Spearman rank correlation was performed among different constructs of leadership styles and employee morale. The results of the correlations are presented in Table 4.2 to 4.4.

Table 4.2: Spearman Rank Correlation Output for Leadership Styles

Correlations					
		Transformational	Democratic	Autocratic	Transactional
Transformational Leadership Style	Correlation Coefficient	1.000	.443**	-.283**	.028
	Sig. (2-tailed)	.	.000	.007	.801
	N	93	87	88	83
Democratic Leadership Style	Correlation Coefficient	.443**	1.000	-.642**	.048
	Sig. (2-tailed)	.000	.	.000	.665
	N	87	94	87	83
Autocratic Leadership Style	Correlation Coefficient	-.283**	-.642**	1.000	.118
	Sig. (2-tailed)	.007	.000	.	.287
	N	88	87	97	83
Transactional Leadership Style	Correlation Coefficient	.028	.048	.118	1.000
	Sig. (2-tailed)	.801	.665	.287	.
	N	83	83	83	86
**. Correlation is significant at the 0.01 level (2-tailed).					

The results presented in Table 4.2 have shown that a significantly negative correlation exists among transformational leadership and autocratic leadership style; there is a strong negative correlation between autocratic and democratic leadership ($p < 0.01$).

Table 4.3: Spearman Rank Correlation Morale and Moderating Variables

Correlations				
		Communication	Training	Growth Opportunities
Communication	Correlation Coefficient	1.000	.449**	.424**
	Sig. (2-tailed)	.	.000	.000
	N	114	114	114
Training	Correlation Coefficient	.449**	1.000	.646**
	Sig. (2-tailed)	.000	.	.000
	N	114	114	114
Growth Opportunities	Correlation Coefficient	.424**	.646**	1.000
	Sig. (2-tailed)	.000	.000	.
	N	114	114	114
**. Correlation is significant at the 0.01 level (2-tailed).				

There was a significant positive relationship found between the employee morale and moderating variables which are communication, training, growth opportunities (Table 4.3 above).

Table 4.4: Spearman Rank Correlation Performance and Moderating Variables

Correlations					
		Support and Guidance	Dispute Resolution Systems	Decision Making	Vision, Mission & Goals
Support and Guidance	Correlation Coefficient	1.000	.637**	.651**	.626**
	Sig. (2-tailed)	.	.000	.000	.000
	N	114	113	113	114
Dispute Resolution Systems	Correlation Coefficient	.637**	1.000	.553**	.506**
	Sig. (2-tailed)	.000	.	.000	.000
	N	113	113	112	113
Decision Making	Correlation Coefficient	.651**	.553**	1.000	.667**
	Sig. (2-tailed)	.000	.000	.	.000
	N	113	112	113	113
Vision, Mission & Goals	Correlation Coefficient	.626**	.506**	.667**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	114	113	113	114
**. Correlation is significant at the 0.01 level (2-tailed).					

There was a significant positive relationship found between the performance and moderating variables which are support and guidance; dispute resolution systems; decision making; vision, mission and goals (Table 4.4 above).

4.4.1. Communalities

The communalities table assists to demonstrate the relationship between the variances (factor aspects) such as the correlation between each leadership quality aspect of variable in respect to other aspects. Extraction communalities are estimates of the variance in each variable accounted for by all factors in the factor solution. This is accomplished through undertaking Kaiser Normalization criteria using SPSS technique. It produces extraction with respect to each facet. Small values indicate variables that do not fit well with the factor solution, and should possibly be dropped from the analysis. High values indicate variables that fit well with the factor solution.

Employees are satisfied with leadership at Ezemvelo and the amount of support and guidance they receive from leadership” has the highest (73.4%) communality or shared relationship with other variables whereas “Use of Transactional Leadership” has the lowest (23.1%) communality.

Table 4.5: Communalities

Communalities		
	Initial	Extraction
1. Use of Transformational Leadership	.393	.296
2. Use of Democratic Leadership	.577	.599
3. Use of Autocratic Leadership	.590	.714
4. Use of Transactional Leadership	.266	.231
5. The leadership style applied by Ezemvelo management is capable of having an influence in improving employee morale.	.418	.472
6. The organizational success depends on the effective leadership style of the leader in an organization.	.295	.445
7. Ezemvelo leaders are implementing a good performance appraisal system.	.516	.581
8. The Leadership at Ezemvelo is playing an important role in boosting employee morale within the organization.	.527	.557
9. The organization has good communication channel with its employees which has a positive impact on boosting employee morale.	.655	.651
10. Employees at Ezemvelo do receive the training they need to perform their job.	.629	.577
11. Employees at Ezemvelo do have good opportunities to grow and develop within an organization.	.651	.653
12. The Leadership and supervisors do communicate the organization's vision, mission and goals accordingly	.475	.577
13. Employees are satisfied with leadership at Ezemvelo and the amount of support and guidance they receive from leadership	.726	.734
14. Dispute and conflicts between employer and employees are resolved fairly and speedily at Ezemvelo	.562	.553
15. Employees at Ezemvelo are comfortable in decision making for improvement purposes?	.631	.608
16. Ezemvelo leadership style aims to improve organizational performance through the alignment of vision, mission and objective in the organization.	.572	.592
Extraction Method: Principal Axis Factoring		

4.4.2. Total Variance Explained (Eigenvalues and the Number of Factors Problem)

After determining the quantity of how much variance each leadership style factor features removed, the subsequent phase was to determine how many factors to retain for subsequent analysis. The purpose of the researcher was to retain only the main components for analysis. In this particular study, this was achieved through the application of The *Kaiser criterion*. This criterion was suggested by Kaiser (1960), and it was probably the extensively utilised, the idea was to retain only factors with eigenvalues larger than 1. In principle this is like saying that, unless a factor extracts at least as much as the equivalent of one original variable, then it can be released.

Table 4.6: Total Variance Explained

Total Variance Explained						
Factor	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.225	38.904	38.904	3.935	24.594	24.594
2	1.648	10.302	49.206	2.115	13.221	37.815
3	1.533	9.579	58.785	2.023	12.645	50.460
4	1.247	7.793	66.578	.838	5.236	55.695
5	.820	5.123	71.701			
6	.733	4.581	76.281			
7	.613	3.832	80.113			
8	.559	3.496	83.609			
9	.498	3.115	86.724			
10	.422	2.640	89.363			
11	.399	2.494	91.858			
12	.344	2.151	94.009			
13	.319	1.996	96.005			
14	.298	1.860	97.864			
15	.197	1.231	99.095			
16	.145	.905	100.000			

Extraction Method: Principal Axis Factoring.

In the above Table 4.6, Kaiser Normalization Criterion, which allows for the extraction of components that have an Eigen value greater than 1, was used to perform the *principal component analysis* and four factors were extracted. As the Table 4.6 shows, these four factors explain 55.7% of the total variation. Factor 1 contributed the highest variation of 24.6%. The contributions decrease as one move from factor one to factor four. This percentage is acceptable in social sciences.

4.4.3. Component matrix

Component matrix is accomplished by rotation. The objective of rotation was to clarify and simplify the data structure. A rotation could assist to select the correct number of factors to retain and can also aid the interpretation of the solution. One can conduct a factor analysis using different values of the number of factors extracted, performing rotations, and, ultimately, choosing the solution that has the more reasonable interpretation.

Table 4.7: Rotated Factor Matrix

Rotated Factor Matrix			
	Factor		
	1	2	3
1. Use of Transformational Leadership	.505	-.153	-.014
2. Use of Democratic Leadership	.513	-.526	-.238
3. Use of Autocratic Leadership	-.473	.472	.515
4. Use of Transactional Leadership	.070	-.067	.471
5. The leadership style applied by Ezemvelo management is capable of having an influence in improving employee morale.	.518	-.402	.201
6. The organizational success depends on the effective leadership style of the leader in an organization.	.127	-.224	.655
7. Ezemvelo leaders are implementing a good performance appraisal system.	.542	.504	-.115
8. The Leadership at Ezemvelo is playing an important role in boosting employee morale within the organization.	.686	.155	-.189
9. The organization has good communication channel with its employees which has a positive impact on boosting employee morale.	.692	.245	-.334
10. Employees at Ezemvelo do receive the training they need to perform their job.	.699	-.051	.206
11. Employees at Ezemvelo do have good opportunities to grow and develop within an organization.	.690	.029	.391
12. The Leadership and supervisors do communicate the organization's vision, mission and goals accordingly	.566	-.102	.253
13. Employees are satisfied with leadership at Ezemvelo and the amount of support and guidance they receive from leadership	.821	.187	-.092
14. Dispute and conflicts between employer and employees are resolved fairly and speedily at Ezemvelo	.691	.272	-.024
15. Employees at Ezemvelo are comfortable in decision making for improvement purposes?	.776	.061	.038
16. Ezemvelo leadership style aims to improve organizational performance through the alignment of vision, mission and objective in the organization.	.713	-.074	.207
Extraction Method: Principal Axis Factoring Rotation Method: Varimax with Kaiser Normalisation Rotation converged in 5 iterations			

The above results allowed identifying what variables fall under each of the four major extracted factors. Each of the 16 variables were looked at and placed to one of the four factors depending on the percentage of variability; it explained the total variability of each factor. A variable is said to belong to a factor to which it explains more variation than any other factor. For example, 13 variables were under factor 1, only 1 variable under factor 2 and only 2 variables under factor 3.

4.5 Factorial Analysis

The results discussed in Table 4.8 and Table 4.9 below originated from the five point Likert scale questions that were scaled from 1 to 5 wherein (1) being Strongly disagree (SD), (2) Disagree (D), (3) Neutral (N), (4) Agree (A) and (5) Strongly agree (SA). To determine if these total scores are a reliable measure for these parameters, Cronbach's Alpha analysis was undertaken. This indicates whether or not the grouped questions are consistent and certainly can be grouped together as a single measure for that parameter.

For reliability the researcher used a scale test which was produced by Cronbach's Alpha that was compared to the conventional threshold of 0.7. Cronbach's Alpha value higher than 0.7 indicates internal consistency (reliability) on the instrument and were considered reliable (Field, 2013). Cronbach's Alpha was produced for each sub scale as presented in Table 4.8 below. The results indicate that Cronbach's Alpha's coefficients varied from 0.810 to 0.876. These coefficients are all greater than the conventional benchmark level of 0.7 which denotes that each subscale utilised in this research had commonly acceptable internal consistency hence reliable in measuring what they were intended to measure.

The Cronbach's Alpha was employed to test the reliability of questionnaires that represented a common underlying variable. If for example, the Cronbach Alpha for a set of scores turns out to be .60, then this can be interpreted as meaning that the test is 60% reliable, and by extension that it is 40% unreliable. This means that the higher the alpha is, the more reliable the test is.

The results of the current study, as summarised in Table 4.8 and Table 4.9 below, indicated that the scale of internal consistency was appropriate, since Cronbach's Alpha values were above the recommended 0.70 cut-off point (Field, 2013).

Table 4.8: Cronbach's Alpha for the Research Instrument

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
0.836	0.841	16

Table 4.9: Cronbach's Alpha for the Each Question in the Questionnaire

No.	Construct	Items	Cronbach's Alpha
1	Leadership Styles	Use of Transformational Leadership	.825
2		Use of Democratic Leadership	.831
3		Use of Autocratic Leadership	.876
4		Use of Transactional Leadership	.842
5	Leadership Link to Employee Morale	The leadership style applied by Ezemvelo management is capable of having an influence in improving employee morale.	.826
6		The organizational success depends on the effective leadership style of the leader in an organization.	.844
7		Ezemvelo leaders are implementing a good performance appraisal system.	.826
8		The Leadership at Ezemvelo is playing an important role in boosting employee morale within the organization.	.816
9		The organization has good communication channel with its employees which has a positive impact on boosting employee morale.	.820
10		Employees at Ezemvelo do receive the training they need to perform their job.	.813
11		Employees at Ezemvelo do have good opportunities to grow and develop within an organization.	.813
12		The Leadership and supervisors do communicate the organization's vision, mission and goals accordingly	.824
13		Employees are satisfied with leadership at Ezemvelo and the amount of support and guidance they receive from leadership	.811
14		Dispute and conflicts between employer and employees are resolved fairly and speedily at Ezemvelo	.815
15		Employees at Ezemvelo are comfortable in decision making for improvement purposes	.810
16		Ezemvelo leadership style aims to improve organizational performance through the alignment of vision, mission and objective in the organization	.813

4.6 Leadership style implemented by management at Ezemvelo

To investigate the leadership styles which are currently implemented by Ezemvelo a five point Likert scale type statements were posed to the participants. The results are illustrated in Table 4.10 below. Leadership is an instrumental component in the realization of an organization’s goals. The study solicited information from the respondents on the leadership style they think management at Ezemvelo uses. As a result, the respondents were requested to indicate their opinions as to what extent they strongly disagree or strongly agree with the leadership styles presented. The researcher sought to get a clear understanding if leadership exhibited by management at EKZMW was transformational, democratic, autocratic and transactional. The findings in Table 4.10 indicates that 45% of respondents strongly disagreed or disagreed that Ezemvelo uses a transformational leadership style, while 34% were neutral and 21% agreed or strongly agreed with a transformational leadership style. The above information is supported as illustrated in Table 4.11 showing the mean of (2.5914) and the mode of (3).

Quarter of the respondents, 25% strongly agreed or agreed that Ezemvelo leaders employed a democratic leadership style, 45% strongly disagreed or disagreed with this notion and 29% were neutral. This was supported by a mean of 2.7234 and mode of 3 which reflect that most people were neutral. The other respondents stated that “an autocratic style which is more prevalent sabotages employee’s ability to be innovative and proactive in devising solutions towards Ezemvelo challenges. This has led to employee morale reaching an all-time low”.

Table 4.10: Frequency Distribution of Leadership Styles as Perceived by Respondents

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
Transformational	22%	23%	34%	20%	1%
Democratic	14%	31%	29%	24%	2%
Autocratic	9%	14%	20%	41%	16%
Transactional	7%	15%	51%	23%	4%

The majority of the respondents (57%) strongly agree or agree that the leadership style is autocratic while 23% strongly disagreed or disagreed that the organization uses autocratic leadership styles and 20% were neutral. Interestingly, the statistical presentation reflected in Table 4.11, reveals the highest mean of 3.4330, whereas the highest variance was 1.2861, the highest standard deviation was 1.11341 and the highest mode was 4. Therefore, from the results it can be established that most respondents agreed that an autocratic leadership style is mostly used in the organization. In addition, one respondent mentioned that the “autocratic management style is negatively contributing to poor employee morale”. Regarding transactional leadership, 27% strongly agreed or agreed, the majority of 51% were neutral and 22% strongly disagreed or disagreed. The statistic presentation reflected in Table 4.5 indicates that variance was 0.7761 and the least standard deviation was 0.8810.

Table 4.11: Statistical presentation of leadership styles

Item	N	Mean	Variance	Standard Deviation	Mode
Transformational	93	2.5914	1.1113	1.0542	3
Democratic	94	2.7234	1.0620	1.0305	3
Autocratic	97	3.4330	1.2861	1.1341	4
Transactional	86	2.9651	0.7761	0.8810	3

4.7 Perceived leadership styles and employee morale at Ezemvelo KZN Wildlife

There is a strong correlation between leadership style and employee morale. If leadership uses a good leadership style the morale will be good, while bad leadership will contribute to low employee morale. The respondents were made to show the degree to which they strongly disagree or strongly agree with the statement issued by the researcher. The respondents were asked to solicit information on the leadership style applied by Ezemvelo management and its capability to improve employee morale. The opinions of the respondents are presented in Table 4.11 below. The results revealed that half 50% strongly disagreed or disagreed whereas 32% strongly agreed or agreed and 18% were neutral. The statistics analysis in Table 4.11 supports the mean of 2.7807 and mode of 2 which indicate that on average respondents disagreed with the assertion. The respondents were concerned about the lack of career pathing and succession

planning that have led to poor morale. Failure by management to implement performance management systems leaves employees deficient when it comes to job execution.

An effective leader must be experimental, flexible, visionary, imaginative, creative, passionate, inspiring, innovative, and initiate change. In this study the respondents were requested to specify their agreement or disagreement with the statement that the organizational success depends on the effective leadership style of the leader in an organization.

As illustrated in Table 4.11 an overwhelming majority of 91% strongly agreed or agreed that an effective leadership style plays an instrumental role in the success of an organization. The results in Table 4.1 are supported by the highest mean of 4.38600, variance of 0.8206, standard deviation of, 0.8965 and a mode of 5 as illustrated in Table 4.11. This indicates that the majority of respondents strongly agreed or agreed with the statement. In Contrast, only 6% strongly disagreed or disagreed whereas 3% were neutral.

Performance appraisal systems are a vital ingredient for high morale. Implementing effective performance appraisal systems is the critical factor to effective leadership and can influence productivity positively, reduce employee turnover, which in turn could improve employee morale at the workplace. The respondents were tasked to indicate whether they strongly disagreed or strongly agreed with the statement that Ezemvelo leaders have implemented a good appraisal system. According to the results from the study they indicated that 78% overwhelmingly strongly disagreed or disagreed with the assertion. Eighteen percent was neutral while 4% strongly agreed or agreed. According to the statistics results in Table 4.11, the respondents were assessing if Ezemvelo leadership have implemented a good performance appraisal system. The overall results illustrated in Table 4.12 revealed that the least mean of 1.9561, variance of 0.8206, standard deviation of, 0.9059 and mode of 2. This indicates that Ezemvelo does not implement a good performance appraisal system.

In an organization, employee morale plays an imperative part in the success of an entity. Employees who possesses high morale levels tend to be successful, whereas those employees

with low morale levels tend to be unsuccessful. It is the responsibility of both employer and employee to create a conducive environment that encourages high morale in the workplace because if the workers have high morale, then their attitude towards staying in the institution increases. The respondents were requested to agree or disagree with the statement that the leadership at Ezemvelo is playing an important role in boosting employee morale within the organization. The results of the study revealed that the majority of 67% of the respondents strongly disagreed or disagreed that leadership is playing an important role in boosting employee morale. Seventeen percent indicated neutral whereas 16% strongly agreed or agreed with the statement.

The quality and quantity of communication within an organization is instrumental in encouraging people to work collaboratively to achieve a task. One cause of low morale and conflict in organizations is the way people communicate especially management and subordinates. In this study, respondents were asked to indicate if the organization has a good communication channel with its employees which has a positive impact on boosting employee morale. The results as indicated in Table 4.12 show that communication is a challenge at Ezemvelo. This is shown by a majority (61%) of the respondents indicating strong disagreement or disagreement with the statement whereas 25% were neutral and 14% strongly agreed or agreed. One respondent suggested that “Communication channels should be more open. There should be more interaction between employer and employees. Good work should be commended to encourage everyone to do well”. Therefore, implementing a good communication system is paramount to improve morale and efficiency at the workplace.

The respondents were asked to indicate if employees at Ezemvelo receive the training they need to perform their jobs. A majority of 56% strongly disagreed or disagreed that they receive the training they need to perform their jobs. Above one quarter, (26%) of the respondents were neutral, whereas 18% strongly agreed or agreed with the assertion.

Table 4.12: Responses level of agreeing to the statement provided

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
4.1. The leadership style applied by Ezemvelo management is capable of having an influence in improving employee morale.	19%	31%	18%	23%	9%
4.2. The organizational success depends on the effective leadership style of the leader in an organization.	3%	3%	3%	36%	55%
4.3. Ezemvelo leaders are implementing a good performance appraisal system.	35%	43%	18%	3%	1%
4.4. The Leadership at Ezemvelo is playing an important role in boosting employee morale within the organization.	29%	38%	17%	10%	6%
4.5. The organization has good communication channel with its employees which has a positive impact on boosting employee morale.	23%	38%	25%	10%	4%
4.6. Employees at Ezemvelo do receive the training they need to perform their job.	27%	29%	26%	13%	5%
4.7. Employees at Ezemvelo do have good opportunities to grow and develop within an organization.	23%	34%	27%	12%	4%
4.8. The Leadership and supervisors do communicate the organization's vision, mission and goals accordingly	8%	38%	32%	19%	3%
4.9. Employees are satisfied with leadership at Ezemvelo and the amount of support and guidance they receive from leadership	23%	44%	23%	8%	2%
4.10. Dispute and conflicts between employer and employees are resolved fairly and speedily at Ezemvelo	24%	26%	32%	14%	4%
4.11. Employees at Ezemvelo are comfortable in decision making for improvement purposes?	16%	34%	33%	14%	3%
4.12. Ezemvelo leadership style aims to improve organizational performance through the alignment of vision, mission and objective in the organization.	14%	26%	41%	17%	2%

This study sought to solicit information as to whether employees at Ezemvelo have good opportunities to grow and develop within the organization. The results displayed in Table 4.12, illustrate that 57% strongly disagreed or disagreed that Ezemvelo employees have an opportunity to grow and develop. A mean score of 2.3684 and mode of 2 as illustrated in Table 4.13, emphasise the point that respondents do not have good opportunity to grow and develop. 27% were neutral and finally 16% strongly agreed or agreed to the statement.

Leaders are assigned with the responsibility of creating a compelling vision for the organization. It is the leadership's function to incorporate all the organizations employees to be part of a common vision and then translate that vision into reality. In this study the participants were requested to state their level of agreement or disagreement with the notion that, the leadership and supervisors communicate the organizations vision, mission and goals accordingly. The results of the findings presented in Table 4.12, reveal that 46% of the respondents strongly disagreed or disagreed that the leadership and supervisors do communicate the organization's vision, mission and goals accordingly, 32% were neutral and finally, 22% strongly agreed or agreed with the statement. The leader must be instrumental in defining the vision and mission of the institution and replicate the behaviour that will propel the organization towards the goals. If the people do not understand the vision and mission of the organization, they will not succeed.

The respondents were requested to state by rating their degree of agree or disagree that employees are satisfied with the leadership at Ezemvelo and the amount of support and guidance employees receive from leadership. The results presented in Table 4.12, indicate that 67% strongly disagreed or disagreed that employees at Ezemvelo are satisfied with leadership and the amount of support and guidance received. A total of 23% were neutral, while on the other hand 10% strongly agreed or agreed.

The respondents were asked to indicate whether dispute and conflict between employer and employees are resolved fairly and speedily. As indicated in Table 4.12, 50% strongly disagreed or agreed, whereas 32% were neutral and 18% strongly agreed or agreed that dispute and conflict resolutions are dealt with fairly and speedily. The statement is supported by a mean of

2.4425 and mode of 3. As illustrated in Table 4.13 below, the variance for the study was 1.2816 while the standard deviation was 1.1321.

Table 4.13: The statistics leadership styles link to employee morale

Item	N	Mean	Variance	Standard Deviation	Mode
4.1. The leadership style applied by Ezemvelo management is capable of having an influence in improving employee morale.	114	2.7807	1.6151	1.2709	2
4.2. The organizational success depends on the effective leadership style of the leader in an organization.	114	4.3860	0.8038	0.8965	5
4.3. Ezemvelo leaders are implementing a good performance appraisal system.	114	1.9561	0.8206	0.9059	2
4.4. The Leadership at Ezemvelo is playing an important role in boosting employee morale within the organization.	114	2.2281	1.3447	1.1596	2
4.5. The organization has good communication channel with its employees which has a positive impact on boosting employee morale.	114	2.3509	1.2038	1.0972	2
4.6. Employees at Ezemvelo do receive the training they need to perform their job.	114	2.3947	1.3611	1.1667	2
4.7. Employees at Ezemvelo do have good opportunities to grow and develop within an organization.	114	2.3684	1.1730	1.0830	2
4.8. The Leadership and supervisors do communicate the organization's vision, mission and goals accordingly.	113	2.7080	0.9395	0.9693	2
4.9. Employees are satisfied with leadership at Ezemvelo and the amount of support and guidance they receive from leadership.	114	2.2368	0.9307	0.9648	2
4.10. Dispute and conflicts between employer and employees are resolved fairly and speedily at Ezemvelo.	114	2.4425	1.2816	1.1321	3
4.11. Employees at Ezemvelo are comfortable in decision making for improvement purposes?	113	2.5752	1.0513	1.0253	2
4.12. Ezemvelo leadership style aims to improve organizational performance through the alignment of vision, mission and objective in the organization.	114	2.6754	0.9447	0.9720	3

The respondents were asked if employees at Ezemvelo are comfortable in decision making for improvement purposes. Table 4.4, indicates that 50% of the respondents strongly disagreed or agreed to the assertion, while 33% of respondents were neutral and 17% strongly agreed or agreed to the statement. The mean score for the study, as illustrated in Table 4.5, was 2.5752 and mode was 2.

Respondents were tasked to indicate the level of agreement or disagreement with the statement that Ezemvelo leadership style aimed to improve organizational performance through the alignment of vision, mission and objective. As illustrated in Table 4.12, 40% strongly disagreed or agreed, 41% were neutral and 19% strongly agreed or agreed with the statement. The findings were supported by a mean of 2.6754, and mode of 3 which indicate that respondents were neutral about organizational improvement through the alignment of vision, mission and objective.

4.8 The impact leadership style has on employee morale

Leaders play a fundamental role in leading the supporters to effectively accomplish organizational goals. The aim of this question was to request respondents to indicate if leadership style has an impact on employee morale.

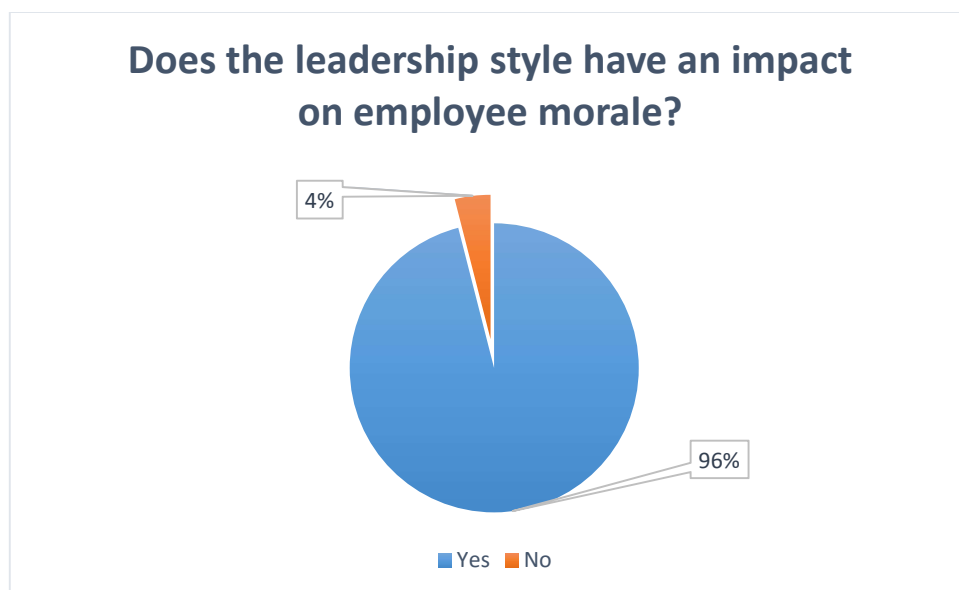


Figure 4.4: Responses showing leadership impact on employee morale

The respondents had to select between 'Yes and 'No' to indicate their answer. It is evident from the results as shown in figure 4.4 that an overwhelming 96% indicated yes while 4% indicated no. One respondent mentioned that staff morale is affected by change in leadership not necessary because of style. The respondents recommended that provision of relevant training, recognition of knowledge and experience might improve productivity and subsequently morale. The next question that the researcher needed to address was the respondent's perceived level of employee morale within the organization.

4.9 The respondents perceived level of employee morale at Ezemvelo

The use of high or low were used in this survey to measure the level of employee morale at Ezemvelo. According to the results tabled in Figure 4.5, it exhibited that an overwhelming majority of 96% sampled respondents acknowledge that morale is low within Ezemvelo. They attribute low morale to poor communication, lack of decision making, absence of performance appraisal and instability in leadership and a lack of growth opportunities. Other respondent mentions that 'There is very poor morale employees are unhappy'; whereas, only a minority of 4% reported high morale. One respondent's mention that 'Ezemvelo staff members have high morale because they are encouraged to upgrade themselves to apply for higher positions and are also remunerated for a qualification that they obtain while at work'. Therefore, it could be inferred that the majority of the employees at EKZNW have got low morale. The results of this study are concerning as discussed in (Section 2.6.1), as employee morale plays a pivotal role in any institutions' success and low employee morale affects productivity and commitment. As a result poor morale among employees on the other hand, leads to high employee turnover and absenteeism.

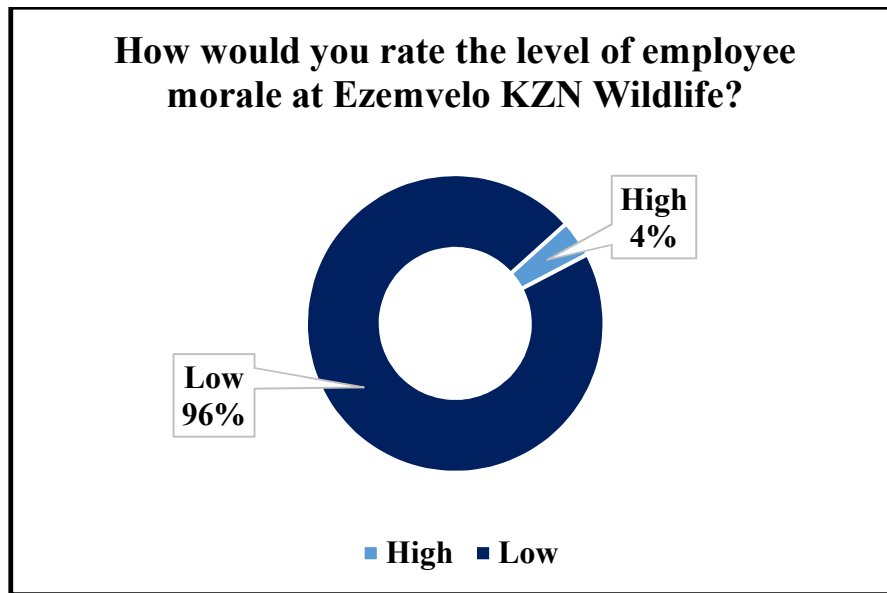


Figure 4.5: Responses showing level of employee morale within an entity

4.10 Summary

The age range of respondents between 18-35 years has 44% with the lowest age range being from 57–67 years consisting of 6%. The participants were predominantly females 56% compared to male at 44%. Respondents with high qualifications were postgraduates at 44%. The findings suggest that employees were equipped with the necessary skills and knowledge to be able to operate within the organization. The length of work experience was dominated by a majority of 46% being employees who have been with the entity for more than ten years while the lowest experience range from 5-7 and 8-10 years scoring 17% respectively. The highest percent of 51% of employees worked in junior positions followed by 37% in middle management, the lowest of 9% came from senior management and 3% were executives.

The mean scores, validity and reliability were measured using the Cronbach’s Alpha coefficient which is a method that is used to measure consistency of the tool. These characteristics indicate a reasonable mix of demographic groups represented in the data. The findings of this research study revealed that leadership has an effect on employee morale. It further discovered the importance of leadership styles on employee morale and performance in an institution, which ultimately results in improving the employees’ productivity. A large percentage of 96% of the respondents agree that morale is low within Ezemvelo and management should engage employees to develop mechanisms to improve morale. The study demonstrated that high

employee morale indicates that workers are happy, and that is mirrored in the type of productivity that they deliver. On the contrary, low employee morale reflects in less productivity and pessimism among employees.

CHAPTER 5 : DISCUSSION

5.1 Introduction

Discussion was drawn from the analysis of data presented in Chapter Four above. This will be followed by recommendations based on the findings.

The main purpose of the study was to evaluate the effect of leadership on employee morale at Ezemvelo KZN Wildlife. Therefore three objectives of the study are reiterated below which were used to formulate the conclusion.

1. To determine if the leadership style implemented by Ezemvelo KZN Wildlife influences employee morale;
2. To evaluate what determines leadership style at Ezemvelo KZN Wildlife; and
3. To ascertain how the employees at KZN Wildlife perceive the leadership style of the organization.

A discussion of the primary data findings will be presented below according to the research objectives.

Research objective 1: To determine if the leadership style implemented by Ezemvelo KZN Wildlife influences employee morale

Leadership has been defined by Amanchukwu *et al.* (2015) as the process that involves providing influential direction for others or a group of individuals for the sake of achieving organizational goals and objectives. Uchenwamgbe (2013) asserts that leadership clearly plays an imperative responsibility in the attitudes and behaviour of the workers of an institution. The strong connection between an institution's leadership style and its employees' morale is vital. The findings of this study support the notion that employee morale can be projected on the basis of the leadership style asserted by the leader. For example, leaders who exhibit democratic or participatory leadership styles are likely to have more satisfied and productive employees, as opposed to authoritarian leadership styles. The study revealed that half of the respondents disagreed, whereas 32% agreed with the opinion that leadership styles applied by Ezemvelo management and its capability to improve employee morale. The leadership at Ezemvelo does not inspire or contribute towards boosting employee morale within the

organization. This finding is confirmed by 67% of the respondents who disagreed with an assertion that leadership is playing an important role in boosting employee morale.

Performance appraisal is an influential instrument in achieving strategic goals, therefore, directing the institutional energy on accomplishing a mission and living up to the organization's values and vision. According to the results from the study it was revealed that 78% overwhelmingly strongly disagreed or disagreed with the assertion that Ezemvelo has implemented a good performance appraisal system. 18% were neutral while, 4% strongly agreed or agreed. This could be an indication that employees are disappointed that this system has not been implemented. Performance appraisal is regarded by employees as an essential feature in employee recognition and it influences the potential of improving job performance and ultimately productivity. The study conducted by Bruhns (2015) discovered that performance appraisal system is an essential tool in addressing employee morale and excellence reinforcement.

Communication and good leadership are playing a pivotal role in eliminating morale issues. The major cause of conflict and low morale at workplace is the way people communicate for example the way leaders communicate with subordinates (Matsaung, 2014). The study reveals that communication is a major challenge at Ezemvelo as the majority of 61% of the respondents felt that the organization does not have good communication channels. One employee added that they "see everything in the newspaper", for example, a notice of a meeting regarding the CEO leaving was sent to Head office staff only, whilst other staff in the region were excluded. Half of the respondents disagree that Ezemvelo has adequate measures to address conflicts fairly and speedily, whilst the balance either agreed or had a neutral view. They suggested that communication channels should be more open and there should be interaction between employer and employees. Many employees feel discouraged to express their opinions and believe their ideas will not be welcomed or are unlikely to have an impact on decision making by top management. The respondents reiterated that the absence of proper communication channels creates an information vacuum which will be occupied by speculations and rumours.

The study finds that Ezemvelo does not offer staff an opportunity to grow and develop within the organization. This is illustrated by 57% of the respondents who felt that Ezemvelo does not offer an opportunity to grow and develop, whereas 27% were neutral. The study revealed that employees feel that there is little career development. A large number of employees feel discouraged about opportunities to grow, promotion and advancement in the organization. This should act as a significant signal to top management as this might be considered a root cause of low employee morale within employees. There are numerous actions an entity should take to ensure further growth and development of employees. The results findings are consistent with findings from Matsaung (2014) which revealed that a massive 96% employees indicated that they had not had an opportunity to learn and grow.

Maintenance of high employee morale at the workplace should be a priority for every leader. Managers who consistently ensure their workers are connected, involved and engaged in decision making will ultimately improve their morale. When employees are well looked after, their morale will be high and subsequently impact on an organization's performance and eventually increase productivity. In this study, about 96% of the respondents suggested that leadership has a negative impact of employee morale and the majority of 96% felt that the level of employee morale within the entity was low. The research objective was achieved since the respondents made their opinions felt about the leadership within the Ezemvelo and its role in influencing employee morale. Political interference, lack of potential employee development and advancement were perceived by the employees as the cause of low employee morale.

Research objective 2: To evaluate what determines leadership style at Ezemvelo KZN Wildlife

Leadership style is determined by the level of satisfaction from employees. An effective leadership is determined by great performance, leading by examples, succession planning, rewards, stability in an organization and opportunity for growth. An overwhelming majority of 91% felt that effective leadership style plays an instrumental role in the success of an organization. Most employees felt that for an organization to succeed there is a need for effective leadership. The results of the study suggest there is a need for an organization to improve on building team amongst the employees in the decision making process. The turmoil

within an organization regard the organizational structure, transformation and bad publicity dented the image of the organization and created a bad relationship with the public.

Vision and mission plays an important role in the morale and strategic value of the organization. That is where every employee need to know what the organization is all about and endeavour to represent the values of the organization. The study further found that about 46% of the respondents agreed that the leadership and supervisors do communicate the organization's vision, mission and goals accordingly. Where employees are involved in the strategic development of the organization they will feel proud to represent it. That was an indication that the organization is a caring organization. Only 32% were neutral and the rest were in agreement with the statement. Respondents were concerned about the high turnover, inability to make decisions, lack of passion and political interference.

Research objective 3: To ascertain how the employees at KZN Wildlife perceive the leadership style of the organization.

Effective leadership is obliged to create an atmosphere of uninterrupted learning and career development programmes for its subordinates (Liverman, 2006). Leadership style is mainly influenced by the culture of the organization including skills, knowledge and qualification of the staff. Most respondents disagreed with the assertion that Ezemvelo uses a transformational leadership style in managing staff members, while just over a third were neutral. Most respondents disagreed with the view that the Ezemvelo uses a democratic leadership style in managing staff (45%). The majority of 57% of the respondents agreed that the leadership style is autocratic. Respondents assert that autocratic leadership normally exhibits a high degree of dominance. While 23% disagreed with the view that the organization uses autocratic leadership and the rest were neutral. Lastly, about 51% of the respondents were neutral about transactional leadership, 27% agreed, and the minority 22% agreed with the view that Ezemvelo management implements transactional leadership.

The study reveals that the majority of 67% of the respondents disagreed with the view that employees at Ezemvelo are satisfied with the leadership and the amount of support and guidance received, whereas 23% were neutral. Trust deficit between employees and management was highlighted. The respondents feel that leadership should be more reliable and trustworthy; generally there was a lack of trust in the organization. Employees feel that they are demotivated and not productive and they are untrusting of management.

5.2 Summary

The findings of the study have revealed the importance of effective leadership in improving employee morale in organizations. The study concluded that leadership and employee morale play an important role in the success of an organization. According to the results, a large percentage of 96% of the respondents overwhelmingly agreed and opined that the effective leadership style has an impact on employee morale and a potential to increase productivity. The study further discovered that low morale is caused by leadership deficiency, lack of trust and lack of team spirit and lack of accountability. The study results concur with the findings by Fiaz *et al.* (2017), who discovered that, an autocratic style of leadership was more dominant and shows a significant undesirable relationship with employees' motivation, while laissez-faire and democratic leadership styles positively predict motivation of employees. The recent leadership changes were attributed as having a negative effect on both morale and stress levels within the organization. The results revealed a widespread dissatisfaction within the employees around the lack of implementation of a performance management system, bad communication and political interference.

CHAPTER 6 : CONCLUSION AND RECOMMENDATIONS

6. 1 Introduction

This chapter presents the study conclusions which were drawn from the analysis of data collected from the field surveys conducted by the researcher. The conclusion is linked to the study objectives as stated below with the findings of the study. Research implications of this study, limitations, main recommendations to solve the study problem and recommendations for future studies are delved into.

The aim of this study was to evaluate the effect of leadership style on employee morale at Ezemvelo KZN Wildlife. To achieve this purpose, the objectives were to determine if the leadership style implemented by EKZNW influences employee morale; to evaluate what determines leadership style at Ezemvelo KZN Wildlife; and to ascertain how the employees at KZN Wildlife perceive the leadership style of the organization. The research questions were: (1) does the leadership style implemented by EKZNW influence employee morale? (2) what determines the leadership style at Ezemvelo KZN Wildlife? and (3) how do the employees of KZN Wildlife perceive the leadership style of the organization?

6.2 Conclusions

It is worth noting that research questions set for the study were answered and that all the research objectives initially set for this particular study were fully achieved. The result of the analysis obtained has demonstrated that there is a moderate relationship between leadership style and employees morale. Based on the study findings supported by the relevant literature, the researcher has identified and highlighted internal and external factors as the cause of low employee morals in the organization. Internal factors include leadership instability, lack of communication, poor service delivery, a lack of performance review, political interference and absence of consequence management. External factors are a lack of funding, high post vacancies rate, lack of diligence and good leadership. The lack of communication and staff involvement in decision making affects employee morale as employees' suggestions and advice are not taken into account, thus resulting in demotivation and subsequently low morale.

6.3 Implications of this study

It is worth noting that this study was the first of its kind in the organization. Leadership and employees of Ezemvelo were the main beneficiaries since the study will assist in building employee morale and subsequently increase productivity. Top leadership at Ezemvelo will be made aware of the results and its implications and measures will be taken to assist in boosting morale.

6.4 Limitations of the study

A few shortcomings were experienced during the course of this study. The study was limited by the perception that some participants did not clearly understand some questions hence they tended to choose strongly disagree or strongly agree. That could result in a distorted reflection of the results. There is a wide scope for future research since leadership and employee morale are broad subjects that need more research. There was a possibility that the results were biased against the leadership working at Ezemvelo KZN Wildlife, therefore, further study is recommended to test the generalisability of leadership styles and employee morale to close the perceived gap.

6.5 Recommendations to solve the research problems

The findings of this study have provided evidence that leadership styles have an effect on employee morale. In the light of the findings of this study, the following recommendations would be supportive to the Ezemvelo KZN Wildlife, to redress some of the challenges facing the entity, particularly in the area of leadership.

- Employees feel acknowledged when their opinions or proposals are pursued during decision making and taken into account during decision implementation.
- Additionally, leadership should endeavour to avoid task-oriented, autocratic and transactional leadership styles since they do not enhance employee performance. To enhance employee morale and improve performance, organizations must try to display people-centred, democratic or transformational leadership styles.
- The study findings revealed and recommended strategic methods of boosting employee morale at Ezemvelo, such as better communication, team building exercises,

involvement of staff in decision making, implementation of an equitable performance appraisal systems, and inclusiveness between management and staff.

- A performance appraisal system should play an important role in determining remuneration of workers. The study strongly recommended the need to recognise and reward good performance on merit, in that employees' salaries should be based more on performance than other parameters. This reinforces the idea that performance appraisal systems are an incentive that could assist in building employee morale and should play an instrumental role in the promotion process.
- It is recommended that stable and firm leadership and approval of organizational structures might play an important role in stabilising the organization. Ezemvelo leadership should be encouraged to recognize a suitable leadership strategy, or a combination of strategies that will enable Ezemvelo to attain positive outcomes.
- It is further recommend that in today's changing environment, Ezemvelo leadership and management should choose the appropriate leadership style according to the organization's conditions and needs to be successful and survive and be successful.
- It is recommended that there should be two way communication between workers and leadership, employees should be kept abreast about the organization's activities through the use of staff bulletins, conferences, staff *izimbizo*, policy updates and informal discussions.
- Ezemvelo should take drastic measures to enhance knowledge and skills for its employees such as formal and on-the-job training.
- There is a need for political support to improve the morale of employees.
- Finally, the study recommends effective leadership characterized by consensus decisions making, open communication and participation by all employees.

6.6 Recommendations for future studies

Much research has been conducted focusing on employee motivation, morale factors of employees, impact of morale on employee performance and employee satisfaction. The researcher also observes the scope for studying the relationship between and impact of morale on satisfaction and employee performance. However the researcher feels that there is a need to conduct a further study on the role of the EKZNW board in effective leadership styles on

employee morale for state owned entities. In addition, the need to conduct study on the role of leadership at Ezemvelo to improve employee morale and performance.

6.6 Summary

The study has determined and evaluated the leadership style implemented by Ezemvelo. The long term plan is that information collected from this research should be used as baseline data to determine if the changes proposed in this study are successful in improving employee morale at Ezemvelo KZN Wildlife. The organization needs to have more recreational activities between employees and leadership to improve employee morale. The lack of trust between employees and management was highlighted as a contributing factor to low morale. Other respondents mentioned that staff are demotivated and as a result they are underperforming and non-productive in their respective jobs. There is a lack of proper communication. Effective communication and participatory leadership styles on where leaders must lead by example were highlighted.

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APPENDICES

APPENDIX 1: RESEARCH QUESTIONNAIRE

I Makhiseni Myeza, a Master's in Business and Administration degree student at the Graduate School of Business and Leadership, College of Law and Management Studies, University of KwaZulu-Natal, invite you to participate in my research dissertation: **The effect of leadership styles on employee morale at Ezemvelo KwaZulu-Natal Wildlife (EKZNW)**). The purpose of this study is to evaluate the effect of leadership style on employee morale at Ezemvelo. Your responsibility is to sign and return the consent form if you would like to participate in the study. The participation in this survey is voluntary, exit is possible at any stage and no damage or losses are incurred. There is no direct personal benefit for your participation in this research. However, your participation will make a useful contribution. I would like to assure you that the information you are about to provide will be treated with utmost confidentiality. Your name and the name of your Division will not be mentioned in the report. Thank you for participating in this research.

Section 1

1. Demographics

Tick the applicable box

1.1. Name (not compulsory)					
1.2. Gender	MALE				FEMALE
1.3. Age Category	18 – 35	36 – 45	46 – 56	57 – 67	Older
1.4. Highest level educational qualification	Grade 12	Diploma	Undergraduate Degree	Postgraduate Degree	
1.5. Nature of Employment	Full Time		Part Time		
1.6. How long have you been working at Ezemvelo?	< 5 Years	5 – 7	8 – 10	> 10 Years	
1.7. Post Level	Executive	Senior Management	Middle Management	Junior staff	
1.8. Department & Division	Biodiversity Cons.	Eco-Tourism	Executive/Management	Administration	

Section 2

Please read the statement carefully and indicate the extent you agree or disagree with the following statements regarding leadership and employee morale. Rate your response on scale of five units whereby 1= strongly disagree, 2= disagree, 3=not decided, 4= agree, and 5=strongly agree. Indicate your applicable choice with an "X"

Which leadership style(s) do you think Management uses at Ezemvelo	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2.1 Transformational					
2.2 Democratic					
2.3 Autocratic					
2.4 Transactional					

Section 3

3.1 Please explain the effect of the chosen leadership style on the employee morale.

3.2 Which of the above 3.1 leadership styles do you consider the best for Ezemvelo KZN Wildlife? Please list.

Section 4					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4.1 The leadership style applied by Ezemvelo management is capable of having an influence in improving employee morale.					
4.2 The organizational success depends on the effective leadership style of the leader in an organization.					
4.3 Ezemvelo leaders are implementing a good performance appraisal system.					
4.4 The Leadership at Ezemvelo is playing an important role in boosting employee morale within the organization.					
4.5 The organization has good communication channel with its employees which has a positive impact on boosting employee morale.					
4.6 Employees at Ezemvelo do receive the training they need to perform their job.					
4.7 Employees at Ezemvelo do have good opportunities to grow and develop within an organization.					
4.8 The Leadership and supervisors do communicate the organization's vision, mission and goals accordingly					
4.9 Employees are satisfied with leadership at Ezemvelo and the amount of support and guidance they receive from leadership					
4.10 Dispute and conflicts between employer and employees are resolved fairly and speedily at Ezemvelo					
4.11 Employees at Ezemvelo are comfortable in decision making for improvement purposes?					
4.12 Ezemvelo leadership style aims to improve organizational performance through the alignment of vision, mission and objective in the organization.					

Section 5

5.1 Does the leadership style have an impact on employee morale?

- Yes
- No

5.2 How would you rate the level of employee morale at Ezemvelo KZN Wildlife?

- Low
- High

5.3 Please explain the factors that have contributed to low or high morale at Ezemvelo.

5.4 Please provide recommendations on how on your opinion should Ezemvelo leadership do to provide good leadership and to enhance high morale at the workplace.

5.5 Is there anything else that you would like to state on how to improve Employee Morale?

THANK YOU FOR YOUR PARTICIPATION IN THIS RESEARCH

APPENDIX 2: GATE KEEPERS LETTER



MALOTI DRAKENSBERG PARK WORLD HERITAGE SITE

INTERNAL MEMO

DATE :	Wednesday, 20 June 2017	FILE NR :	
TO :	CEO: Dr. D. Mabunda	FROM :	Mr. Makhiseni Myeza

SUBJECT: REQUEST TO CONDUCT RESEARCH FOR ACADEMIC PURPOSES

Dear Sir,

BACKGROUND

I am Makhiseni Myeza currently enrolled for a Master's Degree in Business Administration (MBA), through the University of KwaZulu Natal, Westville Campus and Student Number: 204512555. The title of my research is as follows: **The effect of leadership styles on organisational employee morale at Ezemvelo KZN Wildlife (EKZNW)**

The purpose of this study will be to evaluate the effect of leadership styles employed by Ezemvelo to increase staff morale. The study will be of great importance to Ezemvelo and many organizations in this country which are facing the challenge of low staff morale and poor performance. The findings of this study will bring awareness to the organisation regarding the challenges and provide measure to curb the situation within the organizations. The researcher opines that the study results will substantiate greater attention to employee morale in the organisation and contribute to the valuable body of knowledge in the field. The study will make a significant contribution to academic literature in the field of Leadership.

The study will involve sending out questionnaires and conducting personal interviews to middle and senior management of the organization. These will include junior staff and managers at head office and the Regional offices.

Records and items will be held in a safe cabinet and the file accessible only to my supervisor Professor Ana Martins and the Researcher. The research undertaken will be after working hours, during personal time with employees (junior employees and management) employed within the Ezemvelo Head Office and Regional offices, also after working hours/free and available time so as to not infringe on the Ezemvelo working hours.

Disposal functions will apply to the records after a period of five years in line with the Universities' Policy and procedures. The School of Management / IT and Governance UKZN, Westville Campus may be contacted on 031-2608713 for more clarity and information.

FINANCIAL IMPLICATIONS


Nil

RECOMMENDATION

In view of the above, it is recommended that approval be granted for Mr. Makhiseni Myeza to conduct research for academic purposes

Kind Regards


26/6/2017
Mr. Makhiseni Myeza
Conservation Manager – MDP WHS
Date: 20 June 2017


Chief Executive Officer
Approved/Not-Approved


Mr. B Khoza
Executive Director: Biodiversity Conservation
Supported/Not-Supported

② I will also be available for interview to assist your study.

① Dear Mr Myeza, I'm really inspired by your chosen topic. In order to make it unique and worth its while, please consider including a chapter on the role of the Board in creating an atmosphere that boosts employee morale in the organization. Leadership in our case, also includes the Board!
Good luck.

APPENDIX 3: ETHICAL CLEARANCE



12 October 2017

Mr Makhisani Alfrad Myeza (204512555)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Myeza,

Protocol reference number: HSS/1887/017M

Project title: The effect of leadership style on employee morale at Ezemvelo KZN Wildlife

Approval Notification – Expedited Approval

In response to your application received on 03 October 2017, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully



Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Professor Ana Martins
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Mrs Zarina Bujlraj

Humanities & Social Sciences Research Ethics Committee

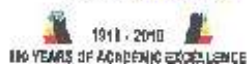
Dr Shenuka Singh (Chair)

Westville Campus, Gavin Mbeki Building

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Telephone: +27 (0) 31 260 4597/63504557 Facsimile: +27 (0) 31 200 4906 Email: dmhap@ukzn.ac.za / shs@ukzn.ac.za / eths@ukzn.ac.za

Website: www.ukzn.ac.za



Funding Colleges: Edgewood Howard College Mcedisi School Pietermaritzburg Westville

APPENDIX 4: TURNITIN REPORT

The effect of leadership style on employee morale at Ezemvelo

ORIGINALITY REPORT

8% SIMILARITY INDEX	5% INTERNET SOURCES	0% PUBLICATIONS	5% STUDENT PAPERS
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PRIMARY SOURCES

1	www.coursehero.com Internet Source	<1%
2	uir.unisa.ac.za Internet Source	<1%
3	ipasj.org Internet Source	<1%
4	Submitted to American Public University System Student Paper	<1%
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