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The Relationship between Transformational Leadership Behaviours and Team Commitment in Manufacturing Plants

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DECLARATION

Submitted in partial fulfilment of the requirements for a Masters of Social Science in Industrial Psychology, University of KwaZulu-Natal, Durban, South Africa.

I declare that this dissertation is my own work. All citations, references and borrowed ideas have been duly acknowledged. It is being submitted for the degree of Master of Social Science in and the school of Applied Human Sciences, discipline of Psychology, University of KwaZulu-Natal. None of the present work has been submitted previously for any degree or examination in any other University.

Sibusisiwe Luthuli

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DEDICATION

This dissertation is dedicated to my loving parents who have been my pillar of strength throughout my life. The support and courage they have given me in my years of studying is beyond me. Thank you mom and dad for the memories of a childhood full of love and laughter and for always giving me the courage to believe in my self

Sometimes your success can be determined by the backup you receive. Thank you mom and dad

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Content Page

Content   **page**

DEFINITION OF TERMS

Leadership

For Yukl (2006) and Northouse (2007), leadership is a process whereby one person influences others to understand and agree about what needs to be done and how it should be done. It can be seen as the process of facilitating individual and collective efforts to accomplish shared objectives (Northouse, 2007). Both these writers define leadership as a process where one individual influences a group of individuals to achieve a common goal.

Transformational leadership

Transformational leadership comprises inspirational motivation, idealized influence, individual consideration and intellectual stimulation (Yammarino & Dionne, 2004). This type of leadership encourages followers to put in greater effort and to go beyond what is thought possible.

Teams

Teams are small number of people, between two to twenty five individuals, with complementary skills who are committed to a common purpose and have a set of specific goals (Katzenbach, 1998). Thus, teams are organized internally with specific goals and different roles for different team members.

Team Commitment

Team Commitment is the relative strength of an individual's identification with and involvement in a particular team (Caruana & Calleya, 1998; Strauss, 2004). There are three dimensions of team commitment. (1) Affective commitment (2) Continuance commitment and (3) Moral commitment.

Abstract

The aim of this cross sectional study was to test the relationship between perceived transformational leadership behaviours of supervisors and levels of team commitment of employees in a clothing manufacturing plant in the Durban area, KwaZulu-Natal, South Africa. The study was conducted within a manufacturing plant with a conveniently selected sample of 150 employees. Out of 150 questionnaires that were distributed, 102 were completed which constituted a 68% response rate. The measures in the research instrument include the Multifactor Leadership Questionnaire (MLQ) and the Organisational Commitment Scale (OCS) which was modified to measure team commitment. Demographic information was also obtained. The inter-item reliability coefficients for the scales were calculated using Cronbach's alpha. Frequencies were calculated, the central tendency of the data was explored, Pearson's correlation coefficients were calculated and a regression model was fitted. A significant positive relationship was found between transformational leadership behaviours and team commitment and related subscales. The study found that those individuals who rated their leaders to demonstrate transformational leadership behaviours showed higher levels of team commitment. This implies that transformational leadership behaviours of supervisors contributed to the extent that employees reported team commitment, and specifically emotional attachment and team identification. Transformational leadership components were correlated with team commitment dimensions as transformational leadership behaviours contributed to employees' commitment. They strongly identify with the team and felt emotionally attached to the team.. This positive influence between these constructs emphasise the importance of a transformational leadership style in the dynamics of team commitment and thus team effectiveness.

Chapter One

Background and Rationale for the study

1.1 Introduction

Today's fast changing and competitive environment has emphasised the need for organisations across all sectors to take a stronger pro-active stance in improving leadership styles (Beder, 2000). Organisations are required to adapt quickly to technological innovation, a prerequisite for dealing with uncertain markets and more demanding stakeholders (Bendix, 2002). Essentially, organisations need to become global players and be globally competitive in order to survive. In response to these global and domestic pressures, many manufacturing organisations are experimenting and designing new ways of doing work such that the productivity, efficiency and adaptability of the workforce are optimized. In addition to these re-engineering and re-structuring processes, the modern industrial era has also forced managers to develop certain skills and competencies that facilitate innovative and different ways of dealing with situations within shorter time frames (Denton & Vioeberghs, 2003). Despite the need to become more innovative and competitive, Prinsloo, Moropodi, Slabbert and Parker (1998) argue that South African companies perform dismally when compared to those in developed countries.

The World Economic Forum's Global Competitiveness Report of 2012 confirmed that of 50 countries, South Africa ranks 33rd in terms of competitiveness and ranks 48th for their management effectiveness. Although South African organisations realize that a change towards greater competitiveness is required, their approach to this challenge is often unplanned and unstructured (Bendix, 2002). Thus, despite South Africa's steady progress towards achieving a world-class competitive status, more transformational efforts are needed in order to accelerate this process. South African companies need to transform in order to remain competitive and this requires that leaders continue to run the business as effectively and efficiently as possible while simultaneously incorporating change within the business (Grobler, 1996). This required the restructuring of organisations around more team and group

work, a common phenomenon of the modern organisation. According to Carlos and Taborda (2000), teams contribute to greater creativity, productivity and commitment in diverse operations. They further argue that a central component of effective teamwork is the ability of leaders to display transformational leadership behaviours to ensure that employees remain motivated, committed, ensure their development and also reward the employees for producing excellent results, which in turn will lead to organizational success and global competitiveness (Carlos and Taborda, 2000). The unique problems faced by the South African manufacturing industry require transformational leadership skills to assist in the development in the vision for the organisation and bring about change in employees and be a cohesive team. These types of leaders develop a culture that will foster identification with the organisation and its values.

Transformational leadership has been found to be an effective leadership style contributing to team effectiveness (Grobler, 1996; Katzenbach, 1998; Pillai & Williams, 2004; Strauss, 2004). This leadership style has received more empirical scrutiny in the organizational science literature than any other style of leadership and it has demonstrated its importance in bringing about positive organisational outcomes and is therefore currently widely used (Arnold, Barling & Kelloway, 2001). Because of the dynamic interaction between leaders and teams within the competitive work environment, the influence of transformational leadership behaviours on team commitment will be examined and interpreted in relation to how they promote positive relationships in teams, a sense of motivation and therefore an integrative work force.

For Strauss (2004), a team is only as good as the leader. Previous studies have shown a positive relationship between transformational leadership behaviours and team commitment (Nixon, 2010; Strauss, 2004). The present study is particularly interested in how manufacturing plant employees assess the transformational leadership behaviours of their supervisors in their organisation. The study focuses on manufacturing plant employees because manufacturing plants are increasingly implementing team work and experience major changes in leadership (Strauss, 2004). Given that transformational leadership is a relatively new and emerging practice in South African organisations, there are very few studies that focus on transformational leadership in South Africa as stated by Strauss (2004). The researcher therefore seeks to understand the role of transformational leadership in

improving team commitment in manufacturing plants. Not many studies have been done in South Africa on how leadership styles affect team commitment. The focus on transformational leadership and its relation to team work has been under explored in South African organisations and needs to be studied as effective teamwork is critical in organisational competitiveness and success.

Additionally, the demanding nature of the work performed by manufacturing plant employees as well as the limited number of opportunities afforded to these employees to climb up the corporate ladder, an aspect that might impact on teamwork, is another motivation for the study. The study's findings may provide great insight into how transformational leadership behaviours influence follower's work-related outcomes. Moreover, the results of the study may be used to mould future leadership and team training within the manufacturing plant.

A positive organisational scholarship framework was used to examine the relationship between transformational leadership and team commitment in a clothing manufacturing plant in Durban. Historically, leadership was understood as an authoritative practice where leaders tended to abuse their power (Bass, 1990), but this has changed dramatically due to the critical role that leaders play in organisational success. Positive organisational scholarship (POS) supports transformational leadership practices where greater employee involvement and improved relationships with leaders are sought within demanding and changing environments (Luthans, 2002). Positive psychology provides a supportive framework for team commitment and its positive influence as it advocates for a stronger focus on factors that initiate, facilitate and maintain positive organisational outcomes (Yammarino & Dionne, 2004).This links to the theoretical framework of the study as discussed later where emphasis is placed on the ethical and moral behaviour of transformational leaders that facilitates employee identification with their teams and the organisation.

1.2 Aims and Objectives

The aim of the present study was to understand the relationship between transformational leadership behaviours and team commitment.

3

The specific objectives were to:

- Determine the extent of perceived transformational leadership behaviours displayed by supervisors.
- Determine the level of team commitment among plant production employees (line workers).
- Examine the relationship between perceived transformational leadership behaviours of the supervisors and the extent of team commitment among manufacturing plant employees.
- Determine whether the four transformational leadership behaviours measures are equally good predictors of team commitment.

1.3 Research Questions

The following research questions guided the study:

1. What is the extent of transformational leadership behaviours amongst the manufacturing plant supervisors as perceived by employees?
2. What are the levels of team commitment among plant production (line) employees?
3. What is the relationship between perceived transformational leadership behaviours of supervisors and team commitment among manufacturing plant employees?
4. Are the four transformational leadership behaviours measures equally good predictors of team commitment among line workers?

1.4 Ethical Considerations

Ethical clearance was obtained for the study from the Ethics Committee of the University of KwaZulu-Natal. Details about informed consent, confidentiality and voluntary participation in the study will be discussed in greater detail in the methodology section of the dissertation

1.5 Structure of the dissertation

The first chapter of the dissertation is an introduction to the study giving the background and context of the study as well as an overview of the aims, objectives and questions that the researcher intended to answer in the study.

The second chapter gives an overview of the relevant literature regarding transformational leadership, leadership and teams, transformational leadership and team commitment as well as an overview of the theoretical framework of the study.

Chapter three of the study addresses the research methodology including the study setting, design of the study, data collection procedures including ethical procedures that were followed. Lastly, the data analyses used in the study are outlined

Chapter 4 of the study describes the findings of the study in terms of the data analyses conducted in relation to the research questions.

Chapter five discusses and interprets the findings of the study in greater detail and in relation to current understandings from relevant literature.

Chapter 6 is the last chapter, in this chapter the researcher concludes the study with recommendations and outlines the limitations of the study.

Chapter Two

Literature Review

2. 1 Introduction

The aim of this chapter is to first provide an introduction to the historical development of the leadership literature followed by relevant literature regarding transformational leadership, its relation with team work and team commitment. This chapter concludes with the theoretical framework which encompasses the broad umbrella of positive organisational scholarship informed by positive psychology. This framework furthermore underpins transformational leadership and related behaviours and its impact on team work.

2.1.1 History of leadership scholarship

Leadership is a subject that has been a major interest of scholars. The widespread fascination with leadership may be because it has been viewed as a mysterious process and the fact that it touches everyone's life (Yukl, 1981). The term "leadership" means different things to different people. It has only been in use for around two hundred years, although the term "leader" from which it was derived appeared as early as 1300 A.D. (Stogdill, 1974, as cited in Yukl, 1981). Within group members, a person or members can be identified as leaders according to some observable difference between them and other members, who are referred to as subordinates (Jago, 1982).

Leadership can be defined as the behaviour of an individual when directing the activities of a group toward a shared goal (Jago, 1982; Yukl, 1981). For Yukl (2006), "leadership is an interaction between people in which one person presents information in such a way that the others becomes swayed that the proposed outcomes will be improved if they behave in accordance to the suggestion(s)" (p.8). For Jago (1982), leadership is not just a process but it is also an asset. Leadership is referred to as a process, because leaders use non-coercive influences on employees and group members to direct their activities towards the

accomplishment of group objectives. These set of qualities that are attributed to those leaders who are perceived to be influential in bringing about positive change, make leadership an asset. This indicates that leadership is not just a characteristic of an individual, but it is also an action. Unlike managers, leaders do not use force to make people comply (Jago, 1982, Yukl, 1981). A leader cannot play the role of being the influencer without having any willing followers. The leader and the followers have be at least in some agreement over a mission, this outcome is usually attributed, although not limited to the type of relationship that the leader and the follower have.

In the 1900s there was a theory known as the "great man theory" where researchers tried to establish whether leadership was an innate ability or not. The studies on leadership during that time went hand in hand with studies of the elite, which included the political, cultural, financial and military elites. During the 1900s, leadership was considered to be an art where it was commonly believed that some people were born to lead due to some inbuilt genius qualities (Yukl, 1981).

During the 1930s there was a shift in how leadership was studied, the shift was to group theory which focused on how leadership emerged and developed in small groups. This was during the great depression where psychologists who were studying groups at that time, found that democratic leadership was not only possible, but it was very effective (The Transformational Leadership Report, 2007). These findings led to a more egalitarian view of leadership that evolved from the elitist view to a "great man" view. The researchers found that because groups might vary in sizes, it was not easy to transfer leadership behaviour patterns in small groups into large groups or the whole organisation (The Transformational leadership Report, 2007; Jago, 1982).

In the 1940s towards the 1950s, there was wide focus on the trait theory where researchers believed that leaders are born with specific set of traits that made them leaders (Naude, 2011). This theory concluded that good leaders are born and not made and that in order to be an effective leader, you need to possess a set of specific traits (Robbins, 1994). As stated by Kayworth and Leider (2002), early research on leaders was purely based on the psychological focus of the day, which focused on the inherited characteristics or traits. With the development of the trait theory, attention shifted to an attempt to discover these traits by studying successful leaders. This focused on studying the possession of these traits among

leaders. It was concluded that leaders who did not possess these specific traits did not have the potential to lead effectively (Robbins, 1994).

In the beginning of the 1960s, researchers noticed that studying leadership development solely in relation to traits was not effective as there might be other characteristics that contributed to effective leadership. There was then a shift to relevant behaviours which contributed to the introduction of behavioural theory. Researchers started to focus on what leaders do, rather than to focus on their inborn traits. Behavioural theory was a big shift from trait theory as it assumes that the capability of the leader can be learned and is not inherited nor fixed (Kayworth and Leider, 2002; Naude, 2011). This opened opportunities for leadership development. This theory focussed on the capabilities of the leader by observing their behavioural patterns as opposed to simply looking at psychometric assessments that were used to identify particular characteristics that previously excluded those who were not given an opportunity to develop their skills and prove their worth. But for Mullins (1999), similar to trait theory, behavioural theories ignore the important role that contexts in which leaders function or situations that they face play in determining their effectiveness. This gave rise to situational theories of leadership.

During the 1970s, there was another shift in leadership development as they now focused on the situational theory or model where researchers wanted to establish which leadership behaviours succeeded in specific situations. Because most researchers struggled to pin point which particular behaviour patterns had more chances of resulting in effective leadership, they looked at the behaviour patterns displayed by individuals in specific contexts and situations to determine and match the effective behaviour patterns of leaders (Mullins, 1999). This line of research started to phase out as people realised that leaders would need to behave in accordance to charts for particular contexts.

From the 1980s up to the present, leadership scholars argued that leadership is simply doing what "is right" to achieve excellence as a leader (Van Dongen, 2012). They realised that in order for them to understand the development of leadership, they had to find out what the "right" thing is first, and therefore embarked upon studying excellent companies and top management. From these studies they developed lists of traits, preferred behaviour styles and group facilitation strategies to better understand effective leadership (Van Dongen, 2012).

According to Van Dongen (2012), these modern theories are the latest leadership theories that are being used at present. Attribution theory of leadership, charismatic leadership and

transactional versus transformational leadership are the current leadership theories that are being advocated (Jago, 1982). Attribution theory views leadership as a trait. The follower gets to decide or rate the leader as an effective leader or not. It is the employees who report whether their leaders possess the required qualities to become a great leader or not Attribution theory is based in the manner in which these labels become attached by employees (Jago, 1982; Van Dongen, 2012). The modern theory is relative as the basis of these theories emerged in 1976 when Burns started with his theory of charismatic leadership, based on the concept of charisma. This was a move away from static theories which focused on traits as predictors of leaders. The modern theory moved from the concept of charisma as it was perceived as a static concept which was unattainable and which could not be developed (Van Dongen, 2012). This led to charisma being redefined into a sub dimension of transformational leadership. For Bass (1995), charismatic leadership and transformational leadership theories have become commonly researched theories over the last two decades. Transformational leadership has demonstrated positive impacts on a wide range of individual and organisational outcomes. With the contextual challenges that organisations are facing, it is important to study leadership because of the strong emphasis on the motivating and informing roles of the modern leaders. Leadership is continuously suggested to be the key factor for engaging employee's development (Keller, 1995).

2.2 Leadership styles

Different leadership styles have been identified ranging from autocratic leadership; transactional and transformational just to mention a few. All of these leadership styles have been found to be effective in their own way as different contexts may require different applications of these leadership styles. Bass (1995), believes that the two most effective styles that researchers find interesting are transformational and transactional. However, the one style known as the *autocratic leadership style* tends to be more effective in highly structured hierarchical "chain-of-commands" environments which includes institutions like the military and other highly bureaucratic organisations (Goodnight, 2004). Leaders in this type of environment are prevalent to exercise power and strict compliance and conformity is a must for these leaders. Their disciplinary process is likely to be clearly defined and rigid and they usually rely on punishment in order for them to reinforce compliance. They emphasise the prescribed policies, procedures, rules and goals and their decisions are absolute

(Goodnight, 2004). In this type of environment there is usually little expectation of interaction, communication or participation amongst the different stakeholders. Information from leaders is highly restricted while in flowing communication is filtered and defensive. For Goodnight (2004), these leaders tend to have a very rigid manner of thinking and ways in which they perceive their subordinates. They also believe that employees have minimal abilities and capacities and therefore need close supervision, direction and that they need to be controlled in order to assure compliance. On the other hand it can be argued that in contexts, like the military, where human error can costs lives, this leadership approach might be called for.

As previously mentioned, there has been a shift towards collaborative leadership styles such as democratic leadership, transactional leadership and transformational leadership. Democratic leadership (participative leadership) according to Tucker, Georgia, Russell, College and Emory (2004) consists of the leader sharing the decision making abilities with team members by promoting participation and the interests of all in the team. Democratic leaders engage in discussions, debates, share ideas and encourage followers to feel good about their involvement (Goodnight, 2004). It is crucial for democratic leaders to make decisions about who they allow to participate in decision making. These leaders are usually sincere and display integrity as they are aware that deceptive behaviour could have detrimental effects on the subordinate's trust (Tucker et al.,,2004; Goodnight, 2004). The second one is competence where the decisions that leaders make need to be based on reason and should be guided by moral principles. Democratic leaders do not make decisions based on their own emotional desires or feelings. They are responsible for setting goals and they should drive and have a vision for the future and inspire teams to reach new heights (Georgia., 2004). They need to display intelligence and be fair minded, show fair treatment to everybody in the team while also displaying empathy by being sensitive to the feelings, values, interests and wellbeing of others in the team (Tucker., 2004). They encourage followers and have perseverance to achieve set goals. Democratic leaders use imagination, they make timely and appropriate changes in the manner in which their followers think, establish methods and implement plans. Their creativity is displayed when they think of new and better goals, ideas and solution to problems and they often display innovation (Tucker., 2004).

According to Burns (2003), even though there are many kinds of leadership styles that can be effective, leadership processes are either transformational or transactional. Transactional

leaders tend to motivate their followers by providing rewards if the leaders perform. But transformational leaders on the other hand appeal to their own self-interest in order to motivate them and punish those subordinates who do not comply (Bass, 1995). They have the "do as I say and you will get a raise" mentality. These leaders accept the culture, goals and structure of the existing organisation. These leaders accept the organisation as it is, as they are ineffective at bringing about significant change (Burns, 2003). Similar to transformational leadership as will be discussed below, transactional leaders encompass a set of behavioural characteristics. The first one is *contingent rewards* where the leader clarifies the work role of each employee is specified clearly in order for the leader to be able to influence the behaviour of subordinates. In order to achieve the desired results, the leader would use rewards that employees would find appealing. The second behaviour component is passive/active management by exception. Leaders tend to punish subordinates who do not comply as a sign of displaying that they are not satisfied with the behaviour of the follower. *Active management by exception* on the other hand is where leaders actively monitor the performance of each employee and if the work is not completed and does not meet the accepted standards, these leaders will apply corrective methods to address this problem. The last component of this type is *called laissez-faire leadership.* These leaders typically try to avoid any attempt to influence their subordinates and they shy away from their duties as supervisors (Goodnight, 2004). According to The Transformational Leadership Report (2007) "they bury themselves in paperwork and avoid situations that preclude any possibility of confrontation" (p.6). Laissez-fair leaders slack as they leave too much responsibility with their subordinates, set clear goals for their subordinates and they do not help their teams in decision making. They do not make good team leaders as they often tend to let things drift as their core aim is to stay on good terms with everyone (Goodnight, 2004).

According to Bass (1995), **transformational leadership** is composed of *inspirational motivation* (a leader has the ability to motivate the followers to superior performance, they persuade followers that the future looks bright, inspiring followers to perform and they elucidate where the organisation / team is directed to. Employees who view their leader as inspirational may become to admire the leader, become motivated and committed to the leader and organisation. A leader who is always willing to help in demanding situations builds loyalty and commitment (Schein, 1985). It has been argued that leaders adapt their behaviours to the requirements, constraints and opportunities presented by the situation (Yukl, 1981). These leaders create a strong sense of purpose amongst employees and they

align the values of individuals and team needs (Bass, 1995). They help followers to achieve more than they even thought was possible. This behavioural style sends a message to teams that when teams focus on what they want to achieve, they will be successful in achieving their goals. This includes *idealized influence (*a leader becomes a role model as they demonstrate moral behaviour), *individual consideration (*a leader is empathetic to the followers, treats them like individuals, listens to them and make efforts to get to know them better. This leadership characteristic demonstrates an inclusive vision 'walking the talk (Bass, 1995, Strauss, 2004). They exhibit great commitment and they display confidence in the team's vision and desired objectives. They establish trust and confidence among team members by leading by example and expressing the goals and mission of the team and organisation. They give the team confidence and assurance that they believe that they believe in them and this is truly the right thing to do*)* and lastly*, intellectual stimulation by "thinking outside the box" (*stimulating the followers to be able to solve their own issues and be able to develop their own abilities. Leaders challenge the old ways of doing things and look for more modern and effective ways of doing things as they want to encourage the follower's imagination and creativity. Leaders encourage followers not to think like the leaders and be willing to take risks for potential gains. For Bass (1995), this type of leadership inspires employees to exert greater effort to go beyond what they thought was possible. A great amount of empirical research on transformational leadership has shown its positive effects (Barling, 1996; Strauss, 2004). Transformational leadership has been found to lead to higher levels of organisational commitment and is associated with business unit performance(Barling,1996). At the individual level, this leadership has positive effects on subordinates satisfaction and commitment (Barling et al., 1996). Transformational leaders motivate followers to transcend their own self-interests for the sake of the group, also makes followers think critically and seek ways to approach their jobs. They involve employees in decisions, motivate them to become more involved in their duties, resulting in an increase in the levels of satisfaction and commitment (Bass,1995). The leadership style that is closely associated with transformational leadership is democratic leadership as outlined above. For Burns (2003), what distinguish transformational leadership, transactional leadership, laissez - fair and other types of leadership types, are what leaders and their followers offer one another.

Against this background, the most effective leadership style seems to be the transformational leadership as it is associated with creative behaviours as these leaders instil pride, create

greater effectiveness, encourage creative thinking and encourage inspiration. Transformational leaders encourage followers to come up with new and unique ways to challenge the status quo and change the environment (Van Dongen, 2012). For Bass and Avolio (1994), transactional leadership only occurs when leaders reward followers when they perform. On the other hand, transformational leadership when compared to transactional leadership was found to predict higher employee effectiveness and satisfaction (Van Dongen, 2012).

According to Burns (2003), transformational leadership could be linked to Abraham Maslow's theory of human needs. This theory recognises that people have a range of needs and they perform actively if these needs are satisfied. Burns (2003) states that transformational leadership is more effective than other types of leaders because it is not directed at the goals of individuals for selfish needs and personal satisfaction, but that it is directed to the needs of followers and the organisation. Transformational leadership fits into the higher levels of the hierarchy of needs because it requires high levels of authenticity, self-esteem and self-actualisation. The appeal transformational leadership had for the researcher is that transformational leaders are concerned with emotions, ethics and goals of the employees and they also assess the motives and needs of followers as well as treat them fully as human beings. Transformational leaders develop their followers. This aspect is very important for the modern day learning organisation where individuals and teams seek both inspiration and empowerment to succeed in times of uncertainty (Noor, Uddin & Shamaly, 2011). The extent to which the leader's group performs successfully is the measure of leadership success (French & Raven, 1999, as cited in Noor $ Shamaly, 2011). "Leadership is the ability to see a need for change and the ability to make that change happen" (Schein, 1985, p. 140). It is a fundamental process by which organizational cultures are formed and changed and it is a set of qualities or characteristics credited to those who are alleged to successfully employ such influence (Jago, 1982; Schein, 1985).

Against this background, the researcher chose to focus on transformational leadership due to the growing concern of leadership training in South Africa. In addition, the continuous change required to be competitive and organisation challenges that demand a more proactive stance, transformational leadership according to Noor, Uddin and Shamaly (2011) fits the needs of today's work environments and team approach.

2.3 Leadership for Teams

Several researchers have found team leadership to be a crucial determinant of successful team performance (Katzenbach, 1998; Pillai & Williams, 2003; Strauss, 2004). Every team irrespective of its status, needs a leader to be effective as there is no *leaderless* team. For a team to be successful, they will need to be guided, coached and monitored in their early stages. The role of leadership in team development occurs in four stages: 1) *Forming*, the leader defines the purpose. 2) *Storming*, the leader clarifies the rules. 3) *Norming*, the leader gets the team members involved and 4) *Performing*, the leader empowers team members to achieve (Strauss, 2004). The role of a team leader thus emerges as one of the most important aspects of an organisation's ability to promote effective team work simply because teams often lose sight of the organisation's objectives without the leader's guidance (Procter & Mueller, 2000). Additionally, a leader who is willing to help in difficult situations makes the team resilient and committed (Katzenbach, 1998). These postulations were confirmed in a South African study by Strauss (2004), wherein team leadership was found to be crucial for successful team performance no matter how advanced the team was. However, apart from this study, very few South African studies have examined the relationship between teams and their leaders. This relationship will be explored in the next section.

2.3.1 Leadership styles and team commitment

It is important to understand the leadership styles that have been found to be associated with team commitment as team commitment is beneficial to organisations. The depth of team commitment by team members refers to working together effectively and collaboratively to accomplish the goals of the team, and is used in assessing team success. The quality of the relationship that team members have with each other often determines the effectiveness of team commitment and team success. This is beneficial to the organisation as employees need to identify with their immediate teams first before they can identify and become committed to the organisation as a whole. In a study by Greenberg, Sikora, Gurberg and Moore (2012), it was found that team commitment is important to improve organisational performance. Teams have been reported to play a role in the improvement of employee performance, their productivity and organisational responsiveness and flexibility as well as other related positive business outcomes (Sivasubramaniam, Murry, Avolio and Jung (2002).This could be attributed to the positive impact that teams have on the attitude of employees such as morale

and job satisfaction as well as organisational commitment and performance (Greenberg et al., 2012).

Those employees who believe that their teams perform at higher levels of effectiveness tend to have a more positive view about their organisations. Employees who reported higher levels of team effectiveness also reported higher levels of commitment to the organisation and lower levels of intentions to quit (Greenberg et al., 2012). Furthermore, the quality of the team's social relations, team effectiveness and structure each had a positive significant correlation with organisational commitment. These findings show the important role of work teams in organisations and how important team commitment is for productivity.

While commitment has been declining, the use of teams has been on the increase (Beder, 2000). Employers believe teams can enhance productivity and many can be seen to be replacing individual bonuses with team bonuses in order to keep workers in line amidst group pressures(Beder, 2000; Greenberg et al, 2012). Employers may also encourage teams to compete with each other as motivation is set to improve team performance as they assume responsibility for their own performances and quality control processes (Beder, 2000).

As stated by Bass (1995), transformational leadership behaviours and transactional leadership styles are the two styles that are most studied by researchers in relation to team commitment. It has been reported that there are three components of team commitment namely affective, continuance and normative commitment (Chipunza, Samuel & Mariri, 2011). The *affective component* of commitment refers to the emotional attachment and identification and involvement in the team. The *continuance component* refers to commitment based on what the employee stands to lose shall they leave the organization while the *normative commitment* refers to of the moral obligation employees might have to remain with the group. The democratic leader and the laissez fair leader have also received some attention in terms of their influence on team commitment. In this section, the laissez fair leader will be discussed followed first by the transactional and democratic leader and lastly attention will be paid to the transformational leader's influence on team commitment.

For Bass and Avolio (1994), *Laissez faire* leadership also known by others as delegative leadership, can be referred to as the 'hands off' leaders as they allow group members to make their own decisions. According to Goodnight (2004) and Yavirach (2012,) this type of leadership leads to more job satisfaction as these leaders provided their followers with resources and advice when they needed it, but this leadership style is damaging to team

effectiveness and commitment. This leadership style creates team members that do not manage their time well as these leaders do not provide their followers with knowledge, skills and self-motivation to do their work effectively. For Goodnight (2004), laissez faire leadership and management can only lead to chaos, anarchy and inefficiencies and can be dismissed out of hand as useless in team management and positive team related outcomes. Laissez faire leadership does not do the team any good as leaders do not have control over their work and their people (Yavirach, 2012). A passive leader that leaves problems until they escalate or become serious does not do the team any good. This laissez faire leadership style has been reported to be negatively associated with the satisfaction and commitment of followers (Bass & Avolio, 1994). Teams with these types of leaders tend to be dysfunctional and perform well below expectations. When a leader is absent, members are unlikely to identify with the team and be motivated to stay with the team, as they follow similar behaviours to that of their laissez faire leaders who do not provide support or give direction when it is needed. Laissez-faire leadership is also too relaxed and even amoral which in turn may lead to staff turnover. (Goodnight, 2004).

Transactional management by exception style is associated with lower levels of motivation and satisfaction and poor performance (Bass & Avolio, 1994). This style focuses too much on the mistakes that followers make and how to correct them (punishment) instead of developing follower's potential. When looking at bureaucratic leadership and autocratic leadership where leaders follow rules and ensure that their followers follow these rules, this style is appropriate for work that involves serious safety risks or when working with large sums of money. Although this leadership style is effective when you deal with employees who need to perform routine tasks, this style, compared to transformational leadership is not very effective in teams and organisations that rely on flexibility, creativity and innovation (Goodnight, 2004; Yavirach, 2012). For Goodnight (2004), autocratic leadership is also ineffective and results in minimal innovation, organisational growth and development as the followers of these leaders are not inspired, motivated and have no sense of pride as there is no personal attachment to these leaders and the team. Cooperation, team commitment and achievement are stifled by this leadership style and thus not appropriate in manufacturing plant teams. It seems however it is an effective style as it only works in military, police and organisations where individuals might be in danger.

With regards to **transactional leadership**, in a study by Yavirach (2012) on the effects of transformational leadership and transactional leadership styles regarding job satisfaction,

organisational commitment and team effectiveness, it was found that transactional leaders had a significant positive effect only at the individual levels but not on team effectiveness. Transactional leadership was associated with job satisfaction which is measured at the individual level. However transformational leadership had an impact on both organisational commitment and team effectiveness.

The followers who have transactional leaders were found to be satisfied at the individual level because of personal gain they received from their leaders and because their leaders allowed them to get way with non-compliance. However, this leadership style had a smaller effect and weaker relationship with team effectiveness and team commitment in comparison to that of transformational leadership outcomes (Yavirach, 2012). Transformational leaders do benefit teams as they clarify everyone's role and responsibilities whereas transactional leaders judge their teams on performance and therefore those that are ambitious or who are motivated by external rewards often thrive. When looking at the relationship between transactional leadership and team commitment, transactional leadership allows for serious limitations in knowledge based on creative work ideas (Yavirach, 2012) Thus, team members can often do little to improve their job satisfaction which leads to decreased levels of team commitment (Yavirach, 2012).

The other leadership style that has been found to have a positive impact on teams is the **democratic leadership style**. It has been found to be effective and can lead to higher productivity, better contributions from team members and increased team morale (Tucker et al., 2004). Some of the primary characteristics of the democratic leader as mentioned earlier, are that although the leader still has the final say, team members are still encouraged to share ideas and opinions, democratic leaders make their followers feel more engaged in the process, and their   creativity is encouraged and their performance is rewarded (Tucker et al., 2004; Goodnight, 2004). A democratic leadership style facilitates the generation of better ideas and more creative solutions to problems because team members are encouraged to share their thoughts. Because of greater involvement, the team members feel more involved and committed to their projects that have been assigned to them. These aspects allow the team members to view the projects as their own which in turn motivate them to put in more effort as they are more likely to care about the end results. This leadership behaviour leads to higher productivity and commitment among group members across the organisations (Goodnight, 2004). The democratic leader involves the whole team so that all the team members are able to participate in the decision making process to determine what needs to be done and how

team members should go about doing it. Even though the leader's decision is final, team members unlike autocratic leaders, are involved in decision making processes (Tucker, 2004, Goodnight, 2004). But while the leadership style has been described as one of the effective leadership styles, it has been criticised for having shortfalls (Tucker et al., 2004). In comparison to transformational leadership, when it comes to situations where roles are unclear for everybody, democratic leadership behaviours often lead to communication failures and to projects not being completed. Team members may not be able make quality contributions to the decision making process of the team due to the lack of knowledge or expertise (Goodnight, 2004). This style of leadership is only effective in situations where group members are adequately skilled and they are willing to share their knowledge with the other team members. Democratic leaders usually do not do enough justice for this process not realising that plenty of time should be available to allow people to contribute, develop a plan and then choose the best course of action, despite that fact that the leader's decision is final (Tucker et al , 2004).

A longitudinal study on the model of the effects of team leadership and group performance by Sivasubramaniam.,(2002) found that only leaders who lead by example i.e. transformational leaders, had a positive influence on team commitment and other related outcomes. These leaders produce followers who have a shared sense of purpose and vision and they work towards developing the full potential of each individual follower (Sivasubramaniam et al., 2002). These leaders are the keepers of the values of the team. This indicates that this exemplary leadership can have a positive impact on group motivation, efficacy and performance. Other researchers (Hackman, 1990; Katzenbach, 1997) who have examined high performing teams have also come to the same conclusion. This type of leadership (transformational) for teams is needed to achieve the highest levels of motivation and performance. Based on these findings on teams, the type of social influence processes in teams that are predicted to make a difference between collections of individuals in a group versus a high performing team is the type of leader that they have, these leaders are usually have characteristics of being transformational (Sivasubramaniam et al., 2002)

In the next section, the relationship between Transformational leadership and team commitment will be elaborated upon in greater detail as this leadership styles has been reported to be most effective in facilitating team work and commitment. As today's organisations continue face challenges to survive or gain a competitive advantage, it is

crucial for organisations to better understand the factors that have are likely to have a positive influence on employees and improve their commitment.

2.3.2 Transformational leadership and team commitment

Transformational leadership has been found to be the most effective in facilitating team commitment (Pillai & Williams, 2004). In a study conducted on 303 employees in the United States, Pillai and Williams (2004) set out to investigate whether transformational leadership behaviours built committed and performing work teams by enhancing efficacy and cohesiveness. It was established that transformational leadership affects outcomes in the context of manufacturing organizations such that leaders who were trained to engage in transformational leadership interventions were able to motivate their subordinates to higher levels of service and team commitment (Pillai & Williams, 2004). In the study these leaders were rated as being able to articulate a vision, foster the acceptance of group goals and they were able to develop individual team members to reach their highest potential (Pillai & Williams, 2004). The key determinant of the successful relationship between transformational leadership behaviours and team commitment was the ability of these leaders to enhance team cohesiveness, which is defined as the resultant force that act on members to stay in a team – that is, this refers to the degree in which members are attracted to their teams and how motivated they are to remain with the team (Bass, 2000). Leaders who are considerate, inspires their followers and this result in followers becoming more attached to the group. These leaders drew the teams closer together towards the attainment of group goals (Pillai & Williams, 2004).

Using strategic initiatives such as visioning, setting of high performance expectations for the team and participating in team goal setting, transformational leader's behaviours were successful in motivating team members to remain attached to the team, make personal sacrifices and work towards a common goal. Followers of transformational leaders identified the vision of the leader and became committed to the leader's interests (Pillai & Williams, 2004). Team commitment behaviours were found to impact underlying teamwork processes such as communication, commitment management and cohesion (Pillai & Williams, 2004). The leader's idealized influence (inspirational) motivation had an effect on subordinate's vision as a team, they share a vision and work together towards the vision which was

positively correlated to team commitment in the study. Leaders' individualized consideration roused a team environment that proved to be effective for communication and the leaders' intellectual stimulation was linked to team conflict management. Similar findings were found in the United States in a study conducted by Yammarino, Atwter and Spangler (2004) indicating that transformational leadership was found to have a positive relationship with team commitment.

Another study, examining the relationship between employees' organisational and team commitment and leadership styles in Lithuanian, found a link between transformational leader's behaviours and team commitment (Buciuniene, 2008). This positive relationship was attributed to both subordinate's respect for their supervisors as well as the manner in which the organisation was structured (Buciuniene, 2008). The findings showed a strong relationship between a transformational leadership style and effective commitment and a moderate relationship between this leadership style and normative commitment where an employee had an ideology or perceived sense obligation to stay with the team or organisation (Buiciuniene, 2008).

In South Africa, the study conducted by Schlechter (2000), which examined transformational leadership, trust (in both team leaders and team members) and team commitment in four manufacturing plants in KwaZulu-Natal and Free State Province, found that transformational leadership was positively correlated with team commitment. Follower's trust in their leaders was a central feature of the relationship between transformational leaders and their employees. The results revealed that follower's trust in and respect for their transformational leaders, motivated them to perform beyond expectation. Transformational leadership was strongly predictive of trust and team commitment. There was a strong correlation between the trust in transformational leaders and team commitment.

Similarly, Strauss (2004) found a positive correlation between transformational leadership and team commitment among manufacturing plant employees. Transformational leadership behaviours were found to be positively correlated with employee satisfaction with the leadership, effective team decision making and overall team effectiveness and performance (Strauss, 2004). The intrinsic value of work team outcomes of team members increased and they reported lower levels of intentions to quit and overall increased team effectiveness and performance as the leaders created an atmosphere that empowered the team. Team

commitment was also found to be related to team performance and organizational performance (Strauss, 2004). It seems thus that in both the above mentioned two South African studies, the leaders or managers were able to increase the employee's commitment through a supportive and constructive climate (Schlechter , 2000; Strauss, 2004).

Technicians and manufacturing employees in aerospace design and manufacturing organisations in China and South Africa were studied by Nixon (2010). The aim of the study was to explore the effects of transformational leadership and quality of leadership member exchange on participant's intentions to quit. The results indicated that when followers perceive their leaders as having a transformational influence on them, their job search feelings, thoughts and behaviours became less salient. The key findings were that the exchange relationship between transformational leaders and their teams explained the relationship strength between transformational leadership and job search behaviours. The results of the study suggest that leaders who engage in individual consideration, intellectual stimulation, idealized influence and inspirational motivation are likely to be associated with followers who engage in fewer job search behaviours, intentions to quit or change team indicating a level of team commitment and organisational commitment.

The above studies are in support of the earlier work of Reichers (1998) in which team commitment was reported to underlie employee's satisfaction with their leader's goals. The results confirmed the relationship between leadership styles and team commitment dimensions. The findings led to the conclusion that transformational leadership is a good predictor of most dimensions of team commitment such as affective commitment, normative commitment and normative commitment and that transformational leaders create positive experiences for their employees. In light of the above studies, the important role of transformational leaders in fostering team work and team commitment is evident and suggest that leadership development and training may be worthwhile for organisations keen to improve team functioning and commitment.

2.4 Theoretical Framework

The study is nested in a positive organisational scholarship paradigm supported by positive psychological principles where the positive qualities of transformational leaders and its positive impact on employees are valued. The positive psychology framework advocates for a stronger emphasis on factors that initiate, facilitate and maintain positive organisational

outcomes (Yammarino & Dionne, 2004). To reinforce the positive conceptualisation of transformational leadership and team commitment, a full range theoretical framework will be used as this framework introduces and differentiates the leadership styles that leaders might possess

2.4.1 Positive Psychology

For Gable and Haidt (2005), "Positive psychology is the scientific study of regular human strengths and virtues and revisits the average person with the aim of finding out what works, what is right and what is improving" (p. 105). According to Sheldon and King (2001), "positive psychology is an attempt to urge psychologists to adopt more open and appreciative perspectives regarding human potentials, motives and capacities,.." (p. 216).

Research findings conducted within a positive psychology framework are not aimed at replacing what we known about human suffering, weaknesses and disorders but the purpose is to complement this information (Gable & Haidt, 2005; Seligman, 2011). It is effective as a psychological intervention to increase individual thriving in the workplace. Seligman (2011) believes that "the standard of measuring wellbeing is flourishing and that the aim of positive psychology is to increase flourishing" (p. 13). According to Seligman (2011) there are five measuring elements (PERMA) that count for wellbeing. *Positive emotions* (which happiness and life satisfaction are all aspects), *engagement* (when you are truly engaged in a project you develop a sense of flow), *Relationships (*we are social beings so good relationships are core to wellbeing*), meaning (*this comes when we have something worthwhile to focus on*), achievement (when we succeed as bettering ourselves)*. Since World War II, the main focus of psychology has been on the healing and repairing of damages within a disease model of human functioning (Seligman & Csikszentmihalyi, 2000). Seligman and Csikszentmihalyi, who most people refer to as the "fathers of positive psychology", identified the need for an approach that highlights human strengths and virtues. In an attempt to move beyond psychology's one-sided focus on the biomedical model to positive health, positive psychologists challenge moral relativism and seek to adapt and focus on the conditions and processes that contribute to the flourishing and optimal functioning of people. Positive psychology seeks to understand aspects of human experience (Gable & Haidt, 2005). Treatment is now perceived as more than just fixing what is broken as prevention researchers have established that human strengths and positive qualities have the potential to act as a

shield against pathologies and negative psychological states (Seligman & Csikszentmihalyi, 2000). Positive psychology has been criticised for ignoring the negative aspects of everyday life. However positive psychologists do not ignore these aspects. They instead provide a greater understanding of the positive elements that promote positive feelings and experiences (Gable & Haidt, 2005).

The future trends that we will see in future for psychology are directed towards designing interventions to enhance factors that promote human strength and positive experiences and relationships further contribute to wellbeing and flourishing institutions (Gable & Haidt, 2005). Keeping in mind the dynamic interaction between leaders and teams within the competitive work environment, the constructs of transformational leadership and team commitment will be examined and interpreted in relation to how they promote positive relationships, a sense of motivation and an integrative work force. The conceptual leadership framework of Bass and Avolio (1997) will be discussed to better understand how the transformational leadership style is linked to positive organisational psychology.

2.4.2 The full range leadership framework

Given that the present study focuses on transformational leadership behaviours, the full range leadership framework will be elaborated upon on. This model was developed by Bass and Avolio in 1997. It distinguishes among three groups of behaviours that leaders may exhibit: transformational, transactional and laissez faire. This framework/ model states that it is possible for the leader to possess all types of leadership types, but it focuses on the levels of transformational leadership behaviours that are *perceived by followers* and not how leaders rate themselves. This framework introduces the four elements of transformational leadership: (1) Individualized consideration, the degree which the leader attends to each follower's needs; (2) Intellectual stimulation, the degree to which the leader challenges assumptions, takes risks and solicits follower's ideas; (3) Inspirational motivation, the degree to which leaders articulate vision that is appealing; (4) Idealized influence, which entails being a role model for high ethical behaviour, instilling pride and gaining trust.

This model focuses on leadership behaviours rather than intrinsic characteristics. It focuses on what leaders do, and not on what they are. This framework is chosen because of its emphasis on leader's transformational behaviours as perceived by the followers that enable leaders to motivate followers to perform above expectations and transcend their own self-

interests for the team's sake. This also results in extra effort from workers leading to team commitment and organisational adaptability to changes in the environment. Leaders are most effective when they generate and regularly use each of the four transformational behaviours (Chimpunza, Samuel & Mariri, 2011). This framework defines a set of leadership behaviours that leaders might display depending on the context, these behaviors are usually based on the relationship that the leader and the follower have. An interesting element of this framework is that it focuses on the follower. Avolio (2011, as cited in Chipunza et al., 2011) states that "if you understand that it is not the behaviour that impacts others, but their interpretation of that behaviour and meaning assigned to it, you will have learned a very important principle about leadership," (p. 33). This framework posits that if you as the leader show elements of a transformational leader and you demonstrate highly ethical and moral behaviour, the follower is likely to experience greater identification with the organisation, and they will put the needs of the team and the organisation first and be willing to sacrifice their own interest for the benefit of the team.

These leadership behaviours have been described as having a direct effect on individual and team outcomes (Caruana & Calleya, 1998). In circumstances involving reengineering, uncertainty and stress, the adoption and use of these leadership styles might influence how workers perceive these uncertainties, which may in turn reduce their intentions to quit or give up (McColl & Anderson, 2002). Therefore, the transformational leadership style helps employees to cope better with the constant challenges of organisational transformations and is likely to support a high work ethic in these contexts rather than a decrease of work ethic often observed in contexts of radical change and uncertainty. In all the phases of globalisation and structural changes, research has shown the importance of fostering a leadership style that will advance the new organisational goals (Denton & Vioeberghs, 2003). This model/framework posits that by providing followers with challenging new ideas and encouraging them to break away from old ways of thinking, this will help followers to take charge of the new circumstances.

2.4.3 Positive Psychology, Transformational Leadership and Team Commitment

Leadership has been defined as the ability to see a need for change and the ability to make it happen and team commitment has been defined as an employee's strength to identify with

and become involved in a particular organisational team (Caruana & Calleya, 1998; Strauss, 2004).

From a traditional perspective, leadership may be understood as an authoritative practice whereby leaders exert power on followers (Bass, 2000). However, within positive psychology, transformational leadership may be linked to greater control to workers, determination and efficacy under the rapidly changing environment (Luthans, 2002).The characteristics of Transformational leadership namely inspirational motivation, idealised influence, individual consideration and intellectual stimulation that enable workers to cope with changes in organizational structures (Arnold et al., 2001). As mentioned earlier, this leadership encourages followers to go beyond what they thought was possible. As highlighted above, rather than viewing globalization and downsizing as a challenge, employees may perceive these challenges as potential opportunities for growth and self-actualisation - to be the best that they can be. From the earlier discussions it is clear that transformational leaders arouse followers to high levels of commitment and performance, these leaders enable followers to capitalise on otherwise stressful situations by acting with purpose, encouragement and meaning, all embodied in the essence of positive psychology (Luthans, 2002; Yammarino & Dionne, 2004).

There has been an over emphasis on job satisfaction as a determinant of happiness in the work place, e.g. research have found a positive correlation between job satisfaction with employee's feelings of happiness and engagement in their jobs (Yammarino & Dionne, 2004). However, the central role of leadership in constructive organisations and the increased acknowledgement of employees as a major organisational resource has led to a renewed interest in how leadership styles and in particular transformational leadership behaviours, can be utilised as a strategy to help employees cope and grow in their organisations to foster greater commitment and loyalty to their teams and organizations.

According to Yammarino and Dionne (2004), in the past, it was understood that commitment and work did not redeem or add value to the self. The ancient Greeks had no moral value for work and commitment (Beder, 2000). However, commitment encourages employees to have a sense of identification and belonging as they identify with their leaders. Transformational leadership has been found to be negatively related to job and work withdrawal. Transformational leaders have been found to have an effect on the collective efficacy of their

followers as they provide them with emotional and ideological explanations that in return makes followers to link their own identities to the collective identity of the teams that they belong to (Yammarino & Dionne, 2004). Thus, positive psychology provides an appropriate framework for the present study of transformational leadership in relation to team commitment as it advocates for a stronger focus on factors that initiate, facilitate and maintain positive organizational and personal outcomes.

This study aims to examine the perceptions of manufacturing plant employees regarding their transformational leaders' behaviours. This may serve as an important antecedent of team commitment. Herein lays the opportunity for leaders to develop their team's positive psychological states, which may in turn lead to positive work outcomes brought about by strong team commitment. While previous studies have found a positive correlation between transformational leadership behaviours and team commitment in organisations, Strauss (2004) argues that there are not many studies that have been conducted to understand these two constructs, the present study sought to address the gap in the existing literature pertaining to transformational leadership behaviours and team commitment in South African clothing manufacturing plants.

2.5 Conclusion

The review on transformational leadership behaviours shows that this type of leadership style is effective at both the individual level and the organisational level. Employees who rate their leaders as transformational tend to display commitment and more positive attitudes towards their teams and organisations. Organisations who endeavour to adopt a more proactive stance in improving production and employee well-being should adopt transformational leadership styles. The following section explores the methodology that was employed for the present study.

Chapter Three

Methodology

3.1 Introduction

In this chapter the research methodology that was used in the study will be described. This includes first the setting of the study and the research design of the study, the research instrument that was used. This is followed by the data collection procedures and lastly the data analyses that were conducted in answering the research questions.

3.2 Setting of the Study - *The Manufacturing Industry*

According to a report provided by the Pan-African investment and research services (2011), the manufacturing industry plays a pivotal role in South Africa's economy as it generates employment opportunities for nearly 1.5 million people and contributing approximately 21.3 % to the country's Gross Domestic Product (GDP)). The South African manufacturing industry is largely dominated by agri-processing, automotive, chemicals, ICT and electronics, metals and textiles, clothing and footwear. The introduction of manufacturing plants into the international market exerts immense pressure on the industry to implement organizational and cultural changes to enable stability in the economy and to achieve global competitiveness (Grobler, 1996). These challenges have introduced the need for leaders who are eager and competent enough to meet the challenges facing an economy in transition. According to Grobler (1996), if the South African manufacturing industry wants to survive and succeed in the global economy, world-class thinking needs to be adopted and world-class products and services need to be delivered to gain a competitive advantage. Research has shown that leadership practices in South Africa are far from the desired standard (Grobler, 1996; Sowinski, 2011). Thus, more research is needed to provide greater understanding on this matter.

This study was conducted in a clothing manufacturing plant.

3.3 Research Design

The study used a quantitative approach in the form of a cross sectional survey using self-administered questionnaires. A survey instead of interviews was used to collect the data as surveys (questionnaires) are more cost and time effective in that many respondents can participate at a particular point in time. Surveys according to Angrosion (2002) as cited in Miller and Brewer (2003), allow the researcher to reach a large number of respondents and they increase the chances for a greater number of respondents as a quantitative survey requires a larger number of respondents. A survey also allows for statistical analysis as the researcher wanted to investigate the association between perceived transformational behaviors and team commitment and to determine which of the measured transformational leadership behaviors best predicted team commitment. Furthermore, the researcher was cautious about possible bias in the way the questions are asked and used measures previously used with dependable psychometric properties.   Surveys might also yield more valid data and reduce social desirability as the respondents complete the questionnaire themselves rather than responding to the interviewer (Angrosion, 2002.)   For Miller and Brewer (2003), questionnaires are usually effective because the respondents are asked the same questions and in the same way that contributes to reliability of data. Furthermore, the questionnaires do not only collect or measure the opinions and interests of the respondents, they also provide biographical data or information on the sample (Miller & Brewer, 2003).

3.4 Sampling

The researcher used non-probability convenience sampling to access the respondents in the clothing and petroleum manufacturing plants. Convenience sampling according to Neuman (2006) is used when respondents are selected based on convenience i.e. readily available to participate in the study instead of a more complex process required when random selection is conducted. This type of sampling is therefore cost effective and it helped the researcher to gather useful data with consideration of the context

The researcher received a list of manufacturing plants that are in the Durban area and while she approached all the manufacturing companies, the researcher accessed employees from the clothing manufacturing plant that gave permission for the researcher to use their employees as participates for the study, subject to their own personal consent and

willingness to participate. The plant was conveniently close to where the research lived as they were easily accessible via taxi as the fare was not expensive. The researcher contacted all the managers of the plant to arrange for the study. In addition, the fact that manufacturing plant employees work in different shifts and have different time schedules e.g. for lunch, the researcher had to use convenience sampling to access the respondents and not to impact negatively on the production time. The researcher could only get willing employees to participate in the study.

All the employees of the manufacturing plant were however eligible to participate in the study except for those in managerial positions including supervisors. The population of the employees was approximately 250 eligible participants and only 102 were willing to participate in the study. The response rate was calculated to be   41% of the population of employees which were eligible

3.5 Measuring instruments

The research instrument consisted of two sections where respondents needed to respond on two questionnaires. The first questionnaire elicited biographical information from the respondents. In the second section, the two instruments were used to measure the two constructs that were the focus of the study: the Multifactor Leadership Questionnaire (MLQ) to measure Transformational leadership Style and the Organisational Commitment Questionnaire (OCQ) that was adapted to measure team commitment, and subsequently referred to as the Team Commitment Scale (TCS). This was done as the researcher was not able to access another instrument due to costs in this regard. According to Chipunza, Samuel and Mariri (2011), employees commit to their teams first in order to find satisfaction, and then commit to the whole organization., The organizational commitment scale was adapted to measure team commitment and was therefore likely to produce reliable data. Previous studies have successfully used the adapted version of the OCQ (Strauss, 2004)

The Multifactor Leadership Questionnaire (MLQ) (Bass, Jung & Avolio, 1995)
The MLQ was developed and used to measure transformational leadership behaviors. The MLQ consists of 20-items measured on a five-point Likert scale ranging from (1) 'not at all' to (5) 'frequently if not always'. The scale measures transformational leadership characteristics of perceived behaviour along four main dimensions: idealised influence (eight items), inspirational leadership (four items), intellectual stimulation (four items) and

individualised consideration (four items). Acceptable reliability coefficients have been reported in South African samples for the four dimensions with Cronbach's alpha coefficients ranging from 0.72 to 0.93 (Strauss, 2004) and 0.75 to 0.93 (Hartog & Van Muijen, 1997). These high levels of internal consistency indicate that the MLQ is both a psychometrically sound and appropriate instrument to be used within the South African context.

Team Commitment Scale (TCS) adapted from OCS *(Allen & Meyer, 1990)*

The OCS developed by Allen and Meyer (1990) was modified and adapted to measure team commitment instead of organizational commitment as explained above. Strauss (2004) also used the adapted OCS in his study to assess the relationship between transformational leadership behaviors and team commitment. An inter-item reliability to measure team commitment coefficient (Cronbach's alpha) of 0.85 was found. The OCS consist of 12-items measured on a 5-point Likert scale ranging from (1) 'strongly disagree' to (5) 'strongly agree. The OCS reflects a three-dimensional approach to commitment and purports to measure (1) *affective*, (2) *continuance* and (3) *normative* commitment (Allen & Meyer, 1990). The affective component of commitment refers to employee's emotional attachment, identification with and involvement in the team. The continuance component refers to commitment based on the costs that the employee associates with leaving the organization while the normative commitment refers to employee's feelings of obligation to remain with the group (Chipunza, et al., 2011). The study by Chimpunza et al. found acceptable reliability coefficients for the subscales affective commitment (0.705), continuous commitment (0.666) and a significant correlation between the two items for normative commitment (0.257) and (0.6) for the full scale.

3.6 Data collection procedure

The managers from the manufacturing plants that were initially approached received a letter notifying them of the nature of the study, the aims and objectives but also the value of the study to the organisation, a clothing manufacturing plant granted the researcher permission to conduct the study. Once permission was granted by the plant, the researcher went to the plant to address the employees in order to explain the nature of the study, the aims and objectives as well as the basic ethical principles that had to be adhered to as a way to enlist voluntary participants for the study. Issues such as voluntary participation, confidentiality of the data

and the right to withdraw from the study were explained to the participants. Thereafter, the researcher distributed the informed consent letters to willing participants. The letter (Appendix 1) outlined exactly what participation would entail i.e. the right to refuse participation or withdraw from the study at any time as well as about issues of anonymity and confidentiality of the data and the fact that the research study was conducted in partial fulfillment of a Master in Social Science, in the discipline of Psychology research study.

Because of the nature of their business, the manager requested that the researcher only visited the plant during their lunch breaks to distribute the questionnaires and/or to come after hours to allow some employees to complete the questionnaires after work hours as not to interrupt production during the day. On arrival to the plant the researcher distributed the booklet consisting of the three questionnaires (Biographical, MLQ and TCQ with instructions for completion to the volunteer participants. The participants were encouraged to complete all the questions. Some questionnaires were not collected on the day due to time constraints and the researcher had to come back at a later date to collect the few questionnaires. This was decided on by the participants and the researcher recorded the time and date to return, and did so.

3.7 Data Analyses

After the questionnaires were collected the data were processed and entered into SPSS. Quality control was conducted to ensure that the data was entered correctly. Frequencies were run on all items followed by the descriptive statistics of the items. Recoding of some demographic items had to be done to improve the response categories necessary for analyses.

The researcher recoded race group which was stratified according to Black, Indian, White and Coloured into (1 = Black; 2 = Other race groups) as too few of the employees were in the other race categories. The educational level was recoded into (1 = less than matric (Grade 12); 2 = matric; 3= post - school qualification) Marital status was also recoded into three categories namely (1= Single; 2= Married; 3= Living with a partner).

3.7.1 Scale development

In this section the factor structure of the measures will be discussed in order for the researcher to indicate the psychometric properties of the measures. Explanatory *factor*

analyses using principal component analyses were used to verify the factor structure of the MLQ and TCS. To this end the suitability of the data for factor analyses was considered,

 The results of the exploratory principal component analysis for the MLS consisting of 20 items related to transformational leadership behaviours allowed for the extraction of 5 factors. However, a complex factor structure was indicated as the items loaded on more than one factor.

Similarly, the exploratory principal component analysis of the 12 items of the TCS indicated a 4 factor solution, but also a complex factor structure. In both the above cases the correlation matrix revealed the presence of many coefficients of .3 and above. The Kaiser-Meyer-Olkin values exceeded in both cases the recommended value of .6 (for the ML= 0.841 and for the TCS 0.600) while the Bartlett's test of Sphericity reached statistical significance, $p<0.001$ in both cases, supporting the factorability of the data.

For the MLQ the first factor explained 42% of the variance, followed by Factor 2, only 2% and for factors 3 to 5 only 1%. With regards to the Team commitment measure, factor 1 explained 23%, Factor 2, 18%, Factor 3, 14% and Factor 4, 10% and Factor 5, 8% of the variance. Because of the complex factor structure of the MLQ only the full scale was used in the analyses. For the TCS, the full scale was used in the regression analysis. The factor structures are shown below:

Figure 1. The Multifactor Leadership Scale Scree Plot

Table1
Component matrix of the MLQ

MLQ	Components				
	1	2	3	4	5
Item1	.751	.336	-.201		
Item18	.726	-.108	-.130		.445
Item14	.724	-.348		.185	.282
Item11	.702		-.231	.347	-.101
Item3	.695	.290	-.275	.187	
Item20	.694	-.318	-.245		-.252
Item2	.693		-.221		-.103
Item19	.687	-.409	-.180		-.249
Item16	.676		.105	-.380	
Item13	.665	-.303	.221	.230	-.172
Item10	.645			-.189	.219
Item12	.632	-.419	.178		
Item6	.597	.465			-.392
Item7	.589		-.423	-.410	
Item8	.583	.231	.369	-.320	.329
Item17	.570		.458	-.353	.103
Item5	.566	.490	.303		-.361
Item15	.531	-.455	.271	.109	
Item9	.508	.160	.508	.501	
Item4	.485	.465	-.256	.296	.416

Extraction Method: Principal Component Analysis.
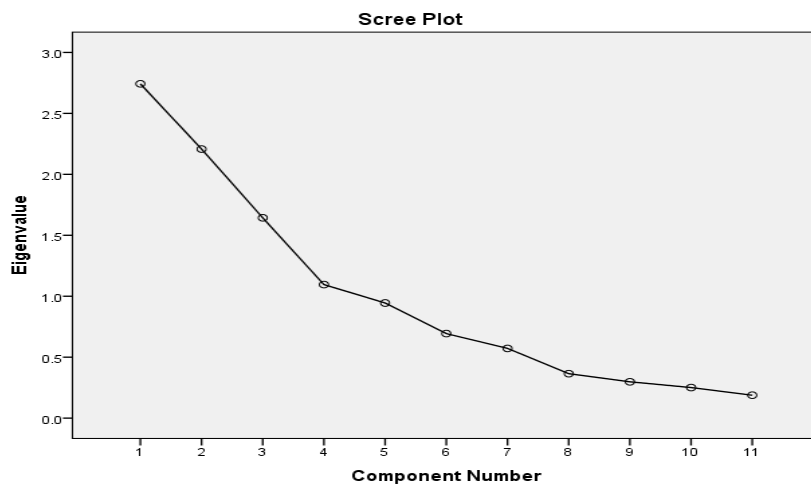
Rotation Method: Oblimin with Kaiser Normalization.

Figure 2. Team Commitment Scale Scree Plot

Table 2
Structure Matrix of the Team Commitment Scale

	Component				
	1	2	3	4	5
Item 6	.818				
Item 5	.808				.326
Item 8	.650		.311		
Item 2	-.587				.385
Item 10		.894			
Item 12		.842			
Item 11		.552		.548	
Item 9			.923		
Item 7			.896		
Item 3				.845	
Item 1		-.381		.707	.324
Item 4					.884

Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization.

An inspection of the scree plot of the MLQ revealed a clear break after the second component. To aid in the interpretation of the two components, oblim rotation was performed (Pallant, 2011). The rotated solution revealed the presence of five factors for the MLQ which showed however strong loadings on only one component.

The inter-item reliability coefficients of the measures using Cronbach's alpha were calculated to assess the reliability of the measures. The MLQ and TCS measures were constructed by summing the relevant items for the respective scales after satisfactory inter-item reliability coefficients were obtained for the respective scales.

3.7.2 Assessment of Scale Normality

To improve normality of the multifactor leadership questionnaire (MLQ), two outliers were deleted. The data were found to be normally distributed as the Kolmogorov-Smirnov statistic was not significant. See below for a Q-Q plot (fig 1) of the distribution of team commitment measure with outliers removed. Skewness on the team commitment scale was observed as the Kolmogorov-Smirnov statistic was significant (p=0.000) and also the Shapiro Wilk test (p= 0.001) but as

indicated by the normal Q-Q plots (fig 3) the skewness of the data with consideration of most Social Science data, this was not of a great concern.
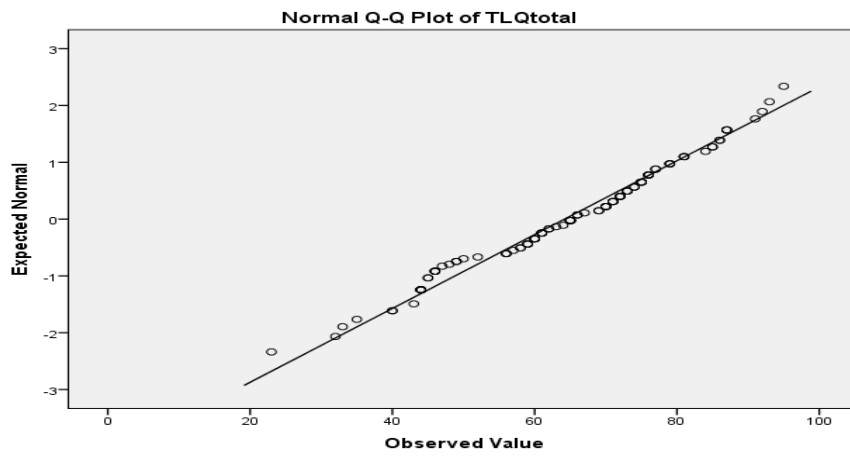

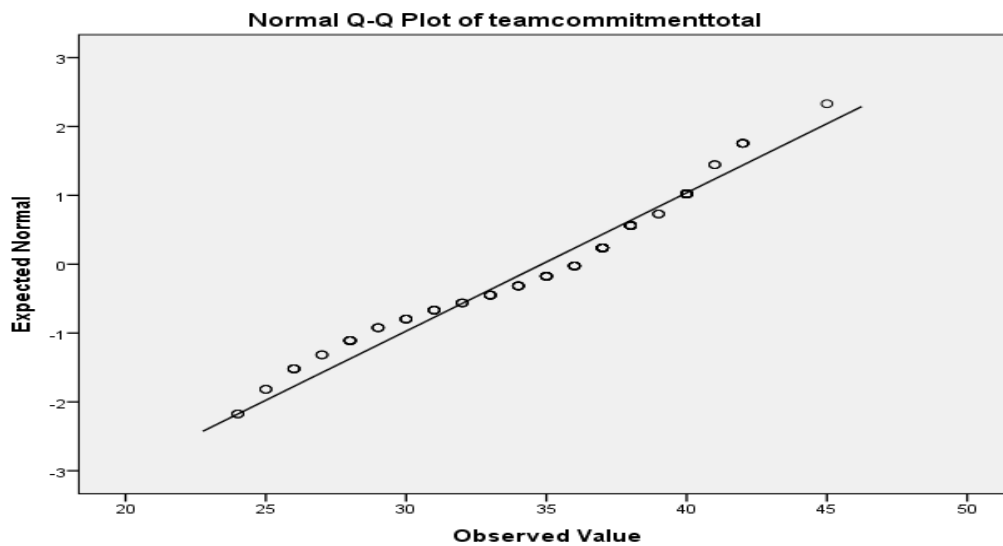*Figure.3.* Q-Q plots of total Transformational Leadership Scale (MLQ)

Figure 4. Q-Q plots for the Team Commitment Scale

3.8 Independent sample T-tests and one way analysis of variance (ANOVA)

Independent sample t-tests were used to compare the mean scores of different groups (race and gender) in relation to perceived transformational leadership behaviors and team commitment. One way analyses of variance between groups were used to assess the mean differences between the teams (dispatch, delivery, packaging and production) and employees of different educational levels in terms of perceived transformational leadership behaviours and team commitment. The levels of education that were considered included employees: No matric= 1; Matric = 2; Post Matric qualification = 3.

3.9 Pearson correlation

Pearson correlation analysis was conducted to determine the relationship between the perceived transformational leadership behaviours and the team commitment scale. The Pearson's product moment correlation coefficients were computed on SPSS. The following guidelines were used as provided by Cohen (1988) in order for the researcher to interpret the strength of the relationships obtained. A small correlation ($r= 0.30$ to 0.29); moderate correlation ($r= -0.30$ to 0.49) and a strong correlation being ($r= 0.50$ to 1.00).

3.10 Multiple regression models

Hierarchical regression models were fitted to identify the best predictors of perceived transformational leadership behaviours (DV). A simple regression model was fitted to assess the best predictors of team commitment (DV) among the employees. To predict perceived transformational behaviours (DV) the following independent variables were fitted in step 1: gender, race and level of qualification and step 2: team commitment. With regards to the predictors of team commitment, only the transformational leadership scale (MLQ) was included. No demographic groups were found to differ in relation to their levels of team commitment.

Dummy variables were created for the different race groups and for team membership. For race: African =1; Other race groups =0; and team membership: Production = 1, others =0; Packaging =1, Others=0; Dispatch = 1, Others =0 and Delivery =1, Others=0). It should be noted that due to the complex factor structure of both the measures (MLQ and TCS), as discussed in the results chapter, only the full scales could be used in the analyses.

3.11 Conclusion

The chapter provided the details of the methodology followed in this study. A description of the study setting and study location/participants was first provided. The methodology was discussed in terms of the research design and sampling followed by detail of the instruments that were used. The data collection processes and procedures that were followed were described and the chapter was concluded by an outline of the statistical analyses that were conducted. In the next chapter the results of the statistical analyses will be presented

Chapter four

Results

4.1 Introduction.

The following section will present the results of the study. Firstly, an overview of the characteristics of the respondents will be discussed and then the psychometric properties of the scales in relation to the literature will be presented followed by the descriptive statistics of the scales. The statistically significant results will be presented in accordance with the objectives of the study. As found in the study, the results section will comment on the levels of perceived transformational leadership behaviours and team commitment. The relationship between perceived transformational leadership behaviors and team commitment are presented followed by the results of the hierarchal multiple regression that indicated the best predictors of team commitment.

4.2 Characteristics of the respondents

The research was conducted in a clothing manufacturing plant in Durban that works predominantly in teams. Out of a total of 250 eligible employees, only a total of 102 employees successfully completed the questionnaires of whom 69 (67.6%) were females and 33 (32.4%) were males. Seeing that the clothing manufacturing sector is commonly dominated by females, the number of females that participated in the study was not a surprise. There were 81 black African respondents, 19 Indians, one White respondent and one Coloured respondent. The majority was Black African people (81% N=81) and the other races made 19% (N=21 people) of the sample.

In tables 1 and 2 the characteristics of the sample are presented. The majority of the employees (51%, N=52) are in the production team followed by the packers (25.2%, N= 26) then the employees in dispatch (13.7%, N=14) and the smallest team was the delivery team which comprised only 10 employees (9.8%). In the clothing company, the ages of respondents ranged from 21 years to 40 years and older. The majority of employees were 40 years plus, N = 40 (39.2%) , 31-39 years (N= 31, 30.4 %), 22-30 years (N=25, 24.5 &) and 21 years or younger (N= 6, 5.9 %). When looking at their level of education, the majority of people (N= 50, 49 %) have a matric, 33 respondents (N= 33. 32.4 %) do not have a matric at all and only 19 (18.6 %) reported to have a post matric qualification. The sample consisted

of 44 married people (43.1 %), 37 (36.3 %) of respondents are single and 21 (20.6%) reported that they live with a partner. The number of years the participant worked for the organisation ranged from a year and less to ten years and more with the organisation, 39 employees (38.2%) of the sample have been with their organisation for ten years and longer, 22 respondents (21.6 %) have been with the organization for six to ten years, 27 respondents (26.5%) have been with the organization for 2 to 5 years and 14 people (13.7 %) have worked in the firm for one year or less. Considering the duration of time the respondents had been with their organisations, it can be assumed that the respondents know their team members well.

Table 3

Socio Demographics Characteristics of the sample (N=102)

		N	%
Age (years)			
	21 or less years	6	10 %
	22 -30 years	25	20 %
	31 – 39 years	31	30 %
	40 plus years	40	40 %
Gender			
	Male	33	67.9 %
	Female	69	32.1%
Race			
	Black	81	81%
	White, Indian and Coloured	21	19%
Team			
	Production	52	50%
	Packaging	26	30%
	Dispatch	14	10%
	Deliveries	10	10

** Race was recoded into 2 categories Black versus others ((Indian, White, and Coloured)

Table 4

Respondents Marital Status and Level of Education (N= 102)

		N	%
Marital status			
	Married	44	43.1
	Single	37	36.3
	Living with a partner	21	20.6
Level of education			
	No matric	33	32.4
	Matric	50	49.0
	Qualification	19	18.6

** Marital status was recoded into 3 categories

** Levels of education was recoded into 3 categories

The following graphs show the distribution the males/females and racial distribution of the sample
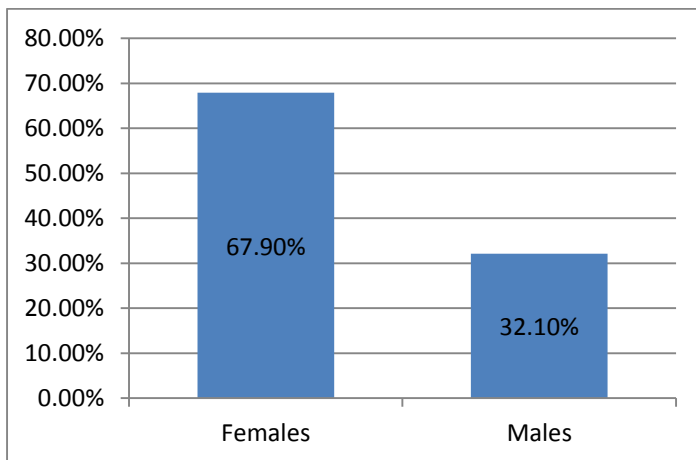
Figure 5. Gender Distribution
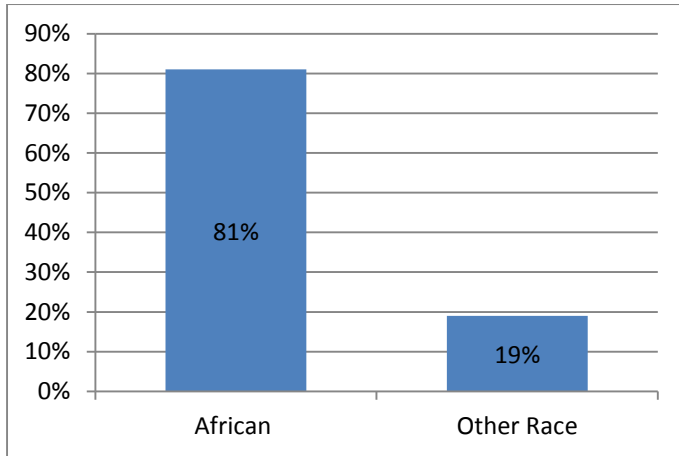
Figure 6. Race Distribution

4.3 Inter-item reliability coefficients of the measures

With regards to the MLS, the analysis found acceptable Cronbach's inter-item reliability coefficients for the full scale (α=0.92) while Team Commitment was α=0.60, lower than the acceptable α= 0.07 (Tabachnick & Fidell , 2007). In both cases one item was removed to improve the inter-item reliability coefficients. See Table 5 in this regard.

4.4 The levels of perceived transformational leadership behaviours between groups

The extent of perceived transformational leadership behaviours demonstrated by the employees supervisors seems to be moderate to high, with a mean score of 64.19 as depicted in Table 5. The standard deviation from the mean is however large.

Table 5

Descriptive statistics for the Multifactor leadership Scale and Team commitment Scale

Scales	N	Items	Min/Max	Mean	Std. Dev.	Skewness Statistic	Skewness Std.Error	α
MLQ[*]	19	19	23/95	64.19	15.38	-.256	.239	.922
TCS	11	11	18/45	36.67	5.23	-.469	.241	0.60

* Transformational Leadership Behaviours

The mean scores on the perceived transformational leadership behaviours between different groups i.e. race, gender, age and team groups were investigated. In order to assess whether there was a difference between males and females and the two race categories on perceived transformational leadership behaviours of their leaders, independent samples t-tests were conducted. There was a significant difference in the mean scores for transformational leadership scores between males (M= 69.03, SD= 15.42) and females (M= 61.87, SD= 14.92; t (100) = 2.243, p =0.03, two-tailed). The males had a higher mean score than females in the sample. The magnitude of the differences in the mean scores (Mean difference= 7.16, 95% C/I: 0.83 to 13.5) was small (eta squared= 0.05). When comparing the mean scores of perceived transformational leadership behaviours for the race groups, there was a significant difference in the mean scores for Black African people (M= 61.99, SD= 15.24) and the other races (M= 72.67, SD= 13.07; t (100) = -2.94, p =0.001, two-tailed). Black Africans had a lower mean score than the other race groups. The magnitude of the differences in the mean (Mean difference=-10.68, 95% C/: -17.89 to -3.47) was moderate (eta squared= 0.08).

One way between groups analysis (ANOVA) was conducted to explore the mean scores of education, age and tenure groups as well as team membership on the levels of perceived transformational leadership behaviours as measured by the MLQ. For levels of education, respondents were divided according to their levels of education (group 1= no matric, group 2=matric and group 3= post matric qualification). There was a statistically significant difference at p<.05 level in the MLQ scores for the 3 groups [F(2.62) = p< 001]. Despite reaching statistical significance, the magnitudes of the differences in the mean scores were low. The effect size calculated using eta squared, was 0.02. Post hoc comparisons using turkey HSD test indicated that the mean score for groups 1 (M= 62.55, SD= 11.15), group 2 (M=60.36 , SD=15.01) and group 3 (M= 77.11, SD= 18.2) were all statistically different from each other. The respondents who do not have a matric had a lower mean score than the other groups. Group 3 reported the highest score for perceived transformational behaviours.

In the one way between groups analysis, the different age groups, tenure and team membership did not differ in their levels of transformational leadership behaviours

4.5 The levels of team commitment among different demographic groups

The results show that there were high levels of overall team commitment as indicated by the descriptive statistics (Mean scores, minimum and maximum values and the mean) depicted in table 5.

Independent samples t-tests were conducted to explore the differences between gender and race groups pertaining to team commitment. There was no significant statistical difference in the mean scores for the two groups.

ANOVA tests were conducted to explore the mean difference of team commitment displayed by the different teams, age, level of education and tenure groups. There were no significant differences in the age, education, and tenure groups as well as the among the different teams regarding their mean scores on team commitment.

4.6 The relationship between transformational leadership behaviours and team commitment

The relationship between the perceived Transformational Leadership behaviors by leaders (as measured by the full MLQ) and Team Commitment (full TCS) was investigated using Pearson's product moment correlation coefficient. The researcher used Cohen's (1988) guidelines to determine the strength of the correlations. There was a medium positive correlation between the two variables, r= .36, n= 101, p<.005, with high levels of perceived transformational leadership behaviors associated with high levels of team commitment. The shared variance between the measures was 13%. This was confirmed in the simple regression model that was fitted with perceived transformational leadership behaviours as predictor of team commitment.

4.7 Predictors of perceived transformational leadership and team commitment

In the study, hierarchical multiple regression models were fitted to determine the best predictors of perceived transformational leadership behaviours by entering gender, race and level of qualification in step,1 followed by team commitment in step 2. No violation of the assumptions of normality, linearity, multi-collinearity and homoscedasticity were found. The total variance explained by the model as a whole was 32%, with model 1, gender, race and level of qualification, explaining 16% of the variance; F (3,98) = 6.30, p =0.00; and model 2, 15.5% of the variance, F (1,97)=22.06, p<0.001. As depicted in table 6, gender, race and level of education as well as team commitment were significant predictors with the latter being the best predictor (beta= .398, p < 0.001) for perceived transformational leadership behaviours.

A simple regression model was fitted with transformational leadership behaviours as independent variable and team commitment as dependent variable. The total variance

explained by the model as a whole was 13%, F (1,98) = 16.06, p < 0.001. As depicted in table 6, transformational leadership behaviours (MLQ) was a significant predictor for team commitment (beta= .352, p < 0.001).

Table 6

Multiple Regression Analyses to identify best predictors on MLQ and TCQ

Variables	β	t	Sig	CI LL - UL
Transformational leadership				
Team commitment	0.398	4.7	.000	.717 - 1.76
Qualification	.243	2.8	.006	1.57 – 9.10
Race	.211	2.5	.020	1.61 –14.38
Gender	-.190	-2.2	.030	-11.79-.650
Team commitment				
MLQ	0.375	3.52	0.000	23 - 31

*CI= confidence interval; LL= lower limit; UL= upper limit.

4.8 Conclusion

In this chapter, findings of the statistical analyses were presented under the various sub-sections as proposed. Statistical significant positive relationships were found between transformational leadership behaviours and team commitment. The best predictors of perceived transformational leadership behaviours were team commitment, level of education, race and gender. The best predictors of team commitment were perceived transformational leadership behaviours. The discussion of the results in relation to existing literature will be presented in Chapter five.

Chapter Five

Discussion

51. Introduction:

The discussion is presented in this section in terms of the key research questions and the relevant literature. The study aimed to investigate the relationship between transformational leadership behaviours and team commitment in a clothing manufacturing plant. The key interest was to determine the role of transformational leadership behaviours and team commitment among employees as well as to determine the best predictors for team commitment in order to offer suggestions on how to support team work in the plant. In the first section the characteristics of the sample will be discussed followed by the psychometric properties of the scale. Furthermore, the levels of perceived transformational leadership between groups and the levels of team commitment will be discussed. The section will then close off with the discussion of the area of interest of the study which is the relationship between transformational leadership behaviours and team commitment as well as the best predictors of team commitment.

5.2 Characteristics of the Sample

The study was conducted in a clothing manufacturing plant. The sample of the study consisted mainly of black African females. Most of the employees who participated in the study were married and older than 40 years. The older distribution of the team This could have affected their levels of team commitment as older people tend to be more committed to their organisations as well as their teams as they tend to have a higher work ethic and might have less alternative job opportunities(Beder , 2000).This view is also supported by Johnson and Mermin (2009), it is often very difficult to find a job age the age of 45 and above as the older workforce tends to cost organisations money due to illnesses associated with the older generation. The ageing workforce in manufacturing plants and other small organisations is at risk of facing scarcity for jobs as some of their plants close down or move (Johnson & Mermin, 2009). According to Statistics SA (StatsSA), the international financial crisis hit hard on the South African manufacturing industry leading to a decrease of 10.4% in 2009,

losing almost R31 billion in GDP contributions (measured in 2005 constant prices, or 3% and R10.3 billion at current prices). An estimated 200 000 job opportunities were also lost during the international financial crisis (including formally and informally opportunities). This is also reflected in the number of years that they have been with the organisation as the majority of the employees have been with the organisation for more than ten years, and only 13.7 % of the sample has been with the organisation for less than a year. This is either an indication of their levels of organisational commitment or a lack of alternative options attributed to the high employment rate as older people tend to be faced with family   and   financial responsibilities they therefore tend to hold on to their jobs due to lack of job security However, organisational commitment was not the interest of the study and therefore not measured. Furthermore, looking at the number of years that the respondents have been with the organisation, the researcher can assume that the respondents know their teams well enough and also have credible knowledge about their leaders and teams to be able to rate their perceptions about their leaders and their own level of team commitment. The employees might have changed supervisors over the number of years due to supervisors leaving or moving to a different team but the length of service shows that they do have adequate knowledge of the organisation as a whole, their leaders and their teams.

It is also important to note that people of different levels of education imply a different social status and thus a different exposure to opportunities that impact on their lifestyles, work and career choice. Employees might hold on to their jobs in the absence of opportunity. As indicated, the majority of the respondents were black females and in South Africa, major obstacles exist to the empowerment of black females and equal opportunities. Women tend to have a lower socio economic, health and education status, literacy levels and therefore have less opportunities than men in general (Johnson & Mermin, 2009). Women's level of education is low as 32.4 % of the respondents do not have a matric, 49 % of the respondents have only a matric certificate and only 18.6 % of the respondents have a post matric qualification such as a diploma or college qualification. This might also contribute to their high levels of team commitment due to a lack of opportunities which might lead to employees remaining committed to their teams an organisations due to limited alternatives. The sample consisted mainly of the employees who work in the production team, followed by those in the packing, dispatch team and then lastly, the teams responsible for deliveries which consisted of only a few people. Men dominated the delivery team which seems to be

predominantly allocated to men as they tend to be the drivers in the organisation. This could be attributed to more African men holding valid driver's licenses than females especially in the clothing sector. Most females in the study do not have a matric and the possibility of getting a driver's license is therefore limited

5.3 Psychometric properties of the measures used

The factor structure of the measures will be discussed and the validity of the measures in relation to previous research in this regard. In a study by Strauss (2004), all the items of the MLQ conformed to the selection criteria, thus no items were rejected, the inspection of the scree plot and eigenvalue it was discovered that only a single factor structure of the MLQ was found, whilst with the TCS, 3 factors were found to have an eigenvalue exceeding 1. The study found a complex structure for the MLQ, there were five factors for the in which none of them explained more than 10% of the variance. When looking at the TCS, the factor structure was quite similar to the structure reported by Strauss (2004), even though a four factor structure was observed and not just three factors. As mentioned earlier, the inter-item reliability coefficient of the Multifactor Leadership Questionnaire in this study was satisfactory, with a Chronbach's Alpha of α=0.922. The inter-item reliability coefficient of the Team commitment Scale in this study was acceptable, with a Chronbach's Alpha of α=0.6 and a mean inter-item correlation of r = 0.2). In accordance with Briggs & Cheek (1986) the range of .2 to .4 is considered to be acceptable for scales with items less than 10. It should be noted that previous research in this regard has found satisfactory inter item reliability for the TCS. A study by Hartog and Van Mayen (1997) reported a satisfactory internal consistency of TCS subscales of α=0.7 and a mean inter-item correlation of r = 0.2 which was considered as satisfactory.

Descriptive statistics of the MLQ and TCS

There were generally high levels of perceived transformational leadership behaviours and team commitment. A study by Eagly and Carli (2007) also found high levels of perceived transformational leadership behaviours. The mean score of the multifactor leadership scale was M=64.19 (SD =15.38, N = 102) and the mode was 44 meaning that participants had a total MLQ score of 44 implying that the participants perceived generally high level of transformational leadership behaviours by their supervisors as reflected in the mean score of the measure. The mean score of team commitment scale score was 34.67(5.23, N 102) and the mode was 37 meaning that most participants had a total team commitment score of 37. This also implies that the participants reported generally high levels of team commitment as reflected in the mean score of the measure.

5.4 Group difference and best predictors of transformational leadership behaviours

The ANOVA results revealed that the levels of perceived transformational leadership behaviours were significantly different for males and females and as well as for the black African population as compared to the other race groups. The male employees reported higher levels of perceived transformational leadership compared to the female participants. The other race groups collectively (White, Indian and Coloured) indicated higher levels of perceived transformational leadership behaviours when compared to the African population. These differences were however small.

These differences in gender and race in terms of perceived transformational leadership could be linked to the findings of Eagly and Carli (2007), who argued that due to gender myths and cultural (Race) myths, men and women are perceived by their followers differently in terms of their leadership styles by what is culturally appropriate in terms of gender role i.e. femininity and masculinity. Employees have stereotypical characteristics of the type of leadership qualities men and women should demonstrate. Males and females perceived their leaders to be transformational and effective when in positions or possess leadership qualities

that align in accordance to traditional gender roles. For Eagly and Carli (2003) female leaders lose their "value" or authority if they employ feminine leadership styles in male dominated roles or industries. Male and female leaders are perceived by their followers to be effective transformational leaders only when they perform stereotypical roles and are found to be ineffective in non-traditional leadership roles (Eagly & Carli , 2007; Wayne & Green, 1993). This view could explain the higher levels of perceived transformational leadership behaviours by men as they might perceive their leaders to be in female dominated role and in a female dominated industry. Transformational leadership is nurturing and sensitive to the needs of others the way women are stereotypically expected to be. Thus men might perceive their leaders as more transformational as the manufacturing plant only has one male supervisor and more female supervisors. As Eagly and Carli (2007), stated, supervisors who are likely to be females were found to be in appropriate roles and contexts. In addition, Pearce and Herbik (2004) reported that manufacturing plants and other firms tend to ignore employee appraisal such as recognition, praise and performance management which female employees tend to value, thus they tend to report low levels of perceived leadership if they do not feel appreciated by the organisation. Furthermore, it has been reported that females in leadership roles might be overly strict with female employees than with their male counterparts (Eagly & Carli, 2007)

The black African people differed in their perceptions of their leader's transformational leadership behaviours from the other race group (While, Indian and Coloured). The African group has indicated lower levels of perceived transformational behaviours as their supervisors are mainly Indian females. The manufacturing plant is situated in a primarily Indian community. It is likely that diversity issues in the workplace might have contributed to this finding due to intercultural communication and thus relatedness, as the female employees were of a different language and generally low levels of education. Seeing that the educational levels are low, some employees might not be fluent in English which further impact communication. According to Naidoo (2011) in his dissertation, language barriers are problematic in the South African workplace, as language is usually a set of symbols that people use to communicate ideas, share reality, knowledge and to identify with each other. Kendall (2011) argues that language barriers separate employees from their leaders (us and them mentality) and language allows people to distinguish themselves from others and maintain group or cultural boundaries and solidarity (Naidoo, 2011). This difficulty for the

African employees to relate optimally to their leaders might have accounted for the slightly lower levels of perceived transformational leadership behaviour despite their leaders showing transformational leadership behaviours. On the other hand, the leaders might have been perceived to favour the other race groups.

The hierarchical regression model fitted indicated that team commitment, level of education, race and gender were significant predictors of perceived transformational leadership behaviours. When looking at team commitment as the best predictor, this finding is consistent with the findings discussed above and that of another study by Rita – Men (2010). According to Rita - Men (2010), teams that are involved in decision making and have leaders who to put in effort to develop them often feel empowered. Those teams who feel this empowerment in terms of competence and control report higher levels of team commitment and thus tend to have favourable and realistic evaluation of their leader. Committed employees have a climate of trust, confidence as a team, participate in decision making and sharing of power. They attribute these team qualities to the leader that they have (Rita-Men, 2010). Even though there are some factors that influence team commitment, the feeling of empowerment found in committed employees is essential to perceive leaders as transformational leaders. The relationship between perceived transformational behaviours and team commitment will be elaborated upon below.

The findings that gender and race were the best predictor of perceived Transformational Leadership behaviours could be attributed to the differences in gender and race in terms of their levels perceived transformational leadership as discussed above. In addition, Eagly and Carli (2003) and Burke, Rothstein and Bristor (1995), reported that even though men and women might possess the same qualities and be similar in some, stereotypes and the belief and perceptions indicate that women leaders when rated by their female subordinates are usually rated to be less influential than male leaders. Female subordinates often perceive women leaders as not nurturing enough as women who appear to be more assertive are viewed as violating expectations about the appropriate behaviour expected of women. This view could explain why gender and race could predict perceived transformational leadership behaviours by men as they might perceive their leaders to be in female dominated role and in a female dominated industry

 Because the manufacturing plant is situated in a primarily Indian community. It is likely that diversity issues in the workplace contribute to Indian subordinates predicting higher levels of

perceived transformational leadership behaviours. The level of education being able to predict perceived transformational leadership behaviours could be linked to an argument by Jayasingam (2009) who states that the role of education and especially for women enables employees to have confidence to voice out their opinions. Highly educated employees have higher expectations that the leader may be unable to satisfy and meet. However, the confidence intervals were wide for the demographic variables and therefore interpretation should be done with caution.

5.5 Group differences and best predictors of team commitment

The employees in the study reported high levels of team commitment as indicated by the mean score of 36, 67 (Min. = 18 and Max = 45). Team commitment has become of major interest for most organisations as they understand that their competitive advantage is located in the extent of employee engagement (Druskaf & Wolf, 1999). It has been noted that in countries like Nigeria, that employees in manufacturing plants tend to lack job commitment and have high levels of absenteeism. For Druskaff and Wolf (1999) team commitment tends to be less when the work environment is not conducive. A study by Afolabi, Adesina and Aigbedion (2009) found high levels of team commitment when the environment allows the employees to identify with the team. In their study not all team members who reported high team commitment were likely to exhibit team work. It was those team members with leaders who encourage team work, who exhibited team commitment. This emphasises the importance of leaders demonstrating positive leadership styles.

The results show that there were no significant differences in the levels of team commitment among the demographic groups. This indicates that the different groups i.e. race, gender, age, education, teams and tenure reported similar levels of team commitment.

The Pearson's correlation showed that there was indeed a significant positive relationship between perceived transformational leadership behaviours and team commitment, similar to findings of Strauss (2004) in manufacturing plants and also confirmed in the simple regression analysis. The correlation between perceived transformational leadership behaviours and team commitment indicates that the components of transformational leadership contributed to employees' likely emotional attachment to their teams and therefore suggests a greater sense of belonging in their teams and identification with their teams. The positive relationship between the transformational leadership behaviours and the

team commitment in the present study includes dimensions as previously found i.e. affective commitment, continuance commitment and normative commitment even though in this study no clear differentiation between the factors was found as the items reflecting these dimensions were in the overall scale. Employees who indicated that their leaders articulated a compelling vision and were inspirational i.e. make the future look brighter and those who rated their leaders to always challenge assumptions and promote risk taking as this is how transformational leadership is measured, showed high levels of team commitment. Strauss (2004) reported that those employees who rated their leaders to display transformational leadership behaviours had higher levels of normative commitment which refer to the employee's emotional and moral commitment to the team.

A study by Armstrong (2010) also found a positive relationship between transformational leadership dimensions and team commitment styles (subscales). Armstrong (2010) stated that followers who perceive the leader to promote taking risks to enhance self-growth and being innovative, were also more committed in terms of the costs they associate with leaving the organisation. Inspirational leadership was found to be highly correlated with continuance commitment meaning the followers who perceived their leaders as articulating a compelling vision as well as those who perceived their leaders to have high idealized influence referring to being a good role model for ethical behaviour, (Yammarino & Dionne, 2004; Strauss, 2004).

In addition, the majority of the sample was African people, and can thus be considered to be collectivistic. The value of collectivism could have also contributed to team commitment regardless of their level of education. For Blackwell (2009) and Oyserman and Lee (2008), African populations embrace Ubuntu, reflecting "I am because of you" implies unity of a group or a community, and the importance of individual fitting into the broader groups and societies. Thus, individuals are fundamentally connected and related through relationships and group membership and thus seek to promote the wellness of the group and put the needs of the group first. As stated by Hofstede (1997), African populations tend to value collectivism implying that the interests of the group prevails over the interest of individuals. They tend to be integrated and cohesive and consider other people when making decisions. This argument is also supported by Yammarino and Dionne (2004) which argued that transformational leaders have been found to be able to influence collective efficacy by offering emotional and ideological explanations that connected follower's identities to the

collective identities of their teams. For example a strong positive correlation between idealized influence and normative commitment was reported. It can therefore be argued that employees who perceive their leaders to be good role models e.g. in terms of ethical behaviour and able to instil a sense of pride in employees, are likely to have higher levels of moral obligation to remain with their teams and contribute to their commitment to their teams as they do not want to let both their leaders and their team members down. The results align with those that have been found by other researchers such as Pillai and Williams (2004), Strauss (2004) and Reichers (1998). Through transformational leadership behaviours such as visioning and being a good role model, transformational leaders were successful in motivating team members to remain attached to the team, make personal sacrifices and to work towards a common goal and vision by working collectively in harmony which in turn leads to greater team commitment (Pillai & Williams, 2004).

Consistent with other studies (Pillai & Williams, 2004; Schlechter, 2000; Strauss, 2004; Reichers, 1998), it is likely that the association the employees in the study had with their leaders effected their emotional identification with their teams and therefore reported stronger team commitment. Therefore, the employee's satisfaction with their transformational supervisors is suggested to have had an influence on the employees' level of team commitment. The study findings thus aligns with the theoretical framework arguing that a leader who consistently demonstrates transformational leadership is seen as highly ethical and moral, which in turn impacts employees' identification with not only their team, but also with the organisation as a whole. Employees will thus be willing to sacrifice personal interest for the greater good of the team regardless of the cultural and language barriers that the team members might be experiencing with their leaders - despite cultural differences. In addition, it might also imply that transformational leadership behaviours may provide a buffer for employees to stressful working situations, like working in the clothing industry that has been negatively impacted by imports from Asian countries. According to Bass (2000) and Schein (1985), leaders who help employees in difficult situations build loyalty and commitment and resilient employees as these leaders adapt their behaviours to the requirements, constraints and opportunities presented by difficult situations. Team leaders who encourage team work encourage team commitment and team conscientiousness (Pearce & Herbik, 2004). In their study, uncertainty and job context can usually have a negative influence on morale, having a transformational leader exerts a positive mood that impacts

positively on a team's pro-social behaviour. Therefore, the team leader's behaviour and perceived team support have a positive effect on team citizenship behaviour and commitment in difficult times (Druskat & Wolf, 1999; Pearce & Herbik, 2004).

According to the results of the research, leader's and follower's associations, as well as in the case of transformational leadership, affects employee's emotional identification with the team and speaks to their feelings of responsibility. This is indicated by the positive relationship found between transformational leadership behaviours and the items related to normative and affective commitment in the full team commitment scale. These employees in the study might indicate high levels of team commitment because of the leader's character that makes the employees feel a sense of obligation to the leader as well as emotional attachment to the team. As argued by Reichers (1998), employee satisfaction with transformational supervisors had significant effects on both effective and normative commitment, thus underscoring that team commitment is a manifestation of employees' satisfaction with their leader's behaviours. Walumbwa (2004) stated that workers who perceived leaders as transformational, tend to be more involved, satisfied, empowered and committed. This is attributed to the ability of the leader to boost their confidence. In essence, the most commonly used measure of leadership effectiveness in the workplace is the level of successful team performance (Bass, 2000).

When looking at the best predictors for team commitment, the simple regression model fitted, indicated that transformational leadership behaviours (full scale) as expected, was a significant predictor of team commitment. This finding aligns with past research as Armstrong (2010) and Strauss (2004) found transformational leadership behaviours to be a significant predictor of team commitment. Transformational leaders are likely to support the goals and values of the team and are most often willing to put in effort for the team and desire to maintain team membership. What is interesting to note is that Armstrong (2010) and Strauss (2004), found that there were three variables that impact on team commitment, i.e. emotional intelligence, perception of control and transformational leadership behaviours, it was found that only transformational leadership behaviours could predict total team commitment. A study by Armstrong (2010), found that respondents who mentioned working with inspiring managers who modelled transformational leadership behaviours, increased their acceptance of the team and embraced diversity in teams and minimized the effects of team differences in relation to cultural diversity (Armstrong, 2010). This confirms other

arguments presented in the literature that commitment is influenced by employees' satisfaction with leadership behaviours, e.g. transformational leadership actions they perceive to be effective (Avolio, 2011; Strauss, 2004; Walummbwa, 2004).

Chapter 6

Conclusion

6.1 Conclusion and recommendations

The study aimed to investigate the relationship between transformational leadership behaviors and team commitment in manufacturing plants. The researcher was hoping to determine which aspects of transformational behaviours could predict team commitment in manufacturing plants. The results show that there were high levels of perceived transformational behaviours in the manufacturing plant. The females and males reported different levels of perceived transformational leadership with males reporting higher levels of perceived transformational leadership. Race also showed a difference in terms of the mean when it came to the levels of perceived transformational behaviors meaning that black African people indicated lower levels of perceived transformational behaviours of their supervisors than the other group.. The differences in race in perceived transformational leadership could be linked to cultural myths to what is culturally appropriate for leaders. The results show that perceived transformational leadership behaviours were the best predictors of team commitment. As perceived transformational leadership behaviours were the best predictors of team commitment, it can be concluded that transformational leadership is successful at creating employees who are committed to their teams. The results of the study show that there is indeed a relationship between transformational leadership and team commitment. Those employees who find their leaders to be transformational are likely to have team commitment. The leaders who inspire their followers and make the future look bright and who take care of their employees and model good ethical behaviour lead to employees who are emotionally committed to their teams and who identify with their teams.. Seeing that transformational leadership behaviors can actually predict team commitment, organizations such as manufacturing plants that go through restructuring and have to meet targets and deal with massive competition need to adopt this type of leadership style and move away from the rigid nature of leadership. Leaders should become more be inspirational to their employees. Pressures on South African organizations to be compatible globally has led to a need for transformation in leadership and most organisations are now implementing the value of team work and the need for committed, satisfied and productive employees. Transformational leadership has shown to support to team commitment. Most organisations

are now adopting the use of team work in their organisations. The most important aspect highlighted in other research, is that the components of transformational leadership have a relationship with affective commitment where employees remain loyal to their teams because they develop an emotional attachment to the team and leader and they identify with the team and the whole organization. Those followers who perceive their leaders to be transformational tend to have high levels of team commitment and they develop a strong sense of moral obligation towards the team and the whole organization.

Seeing that organisations are making use of teams, it is crucial to understand the aspects that make teams more effective. Transformational leadership has been shown to be successful in leading to greater team commitment. This implies that the team commitment is likely to be influenced by the employee's satisfaction with leadership behaviours, i.e. transformational leadership behaviours that have a positive influence on employees' emotion and actions

Even though there are many different styles of leadership with democratic leadership having positive team effectiveness, organisations that want to survive in a competitive environment should consider the benefits of a transformational leadership style that has positive impact on teams. The role of the leader in the team's effectiveness is crucial as teams often lose sight of the objectives of the organisations in the absence of the guidance of supportive and inspirational leaders. Workers who work with leaders who inspire them and who model transformational leadership increase the follower's acceptance of their teams and they easily accept the diversity of teams in terms of race, age and religion especially in the South African context where issues of diversity might impact performance. Furthermore, leaders who are perceived as transformational are able to minimize the effects of team conflict and are likely to increase team commitment which is necessary for performance. Team leadership that is transformational should be adopted as it is crucial for successful team commitment irrespective of the level of team functioning.

Furthermore, transformational leadership impact positive organisational change by advocating change through inspiration of a common vision and new possibilities. Instead of using authority and power negatively, transformational leaders use the power and authority located in their leadership role, to inspire team members and motivate them to trust their teams, their organisation and to follow in their leader's example. Their main focus is to create a change process that inspires people within the organisation to learn and grow. These

leaders have a major influence on the culture of the organisation and are in much demand within South African organisations where development and nurturing of talent are of the utmost importance for the highly competitive world of global business.

Even though this was the focus of the study, demographic variables such as the level of education, race and gender were also found to be the best predictors of perceived transformational leadership. This linkage is indicated by the different levels of perceived Transformational Leadership Behaviours by the different race groups and gender. The level of education is associated with gender and race because of the socio economic status of different race groups in South Africa. The highly committed employees rated their leaders to be highly transformational as they feel these leaders meet their needs

In conclusion, the study suggests that transformational leadership behaviours contributes to team commitment and is therefore needed in the clothing manufacturing industry, strongly focussed on team work. This leadership style should be developed and reinforced among all levels of leaders in the clothing industry. through initiatives such mentoring and coaching leaders, training and education and through personal development plans.

6.2 Limitations of the study and recommendations for future research

A major limitation is that most of the questionnaires were available only in English as the official language used in the company. Thus, for many participants, the questionnaires could not be answered in their mother tongue as some were Sesotho speakers and Pedi, Zulu speaking etc. It was also not feasible for the researcher to translate the instrument into these different languages. It is therefore likely that some items were not fully understood. The closed ended questions limited how respondents answered as they suggest ideas that the respondents might not have had and respondents were guided in a particular direction . The transformational leadership questionnaire had 20 questions to respond to and according to Neuman (2006), respondents tend to become confused if many response choices are offered in a questionnaire. For Neuman (2006), the misinterpretation of a question can simply go unnoticed and distinctions between respondent answers are often blurred. There is always a possibility that the wrong responses were made and closed ended questions forced the

respondents to give simplistic responses to complex issues as they could not justify why they were rating the leader as such.

The majority of the participants were slightly older black African females, who are often characterised by lower levels of education and literacy which might have restricted their understanding of the research instruments as 33 respondents do not even have a matric.

The relatively small sample size and the lack of representation of gender and race groups do not make the findings generalizable to other clothing manufacturing companies. The over representation of females in the study and from a similar racial background, black African people, might have affected the levels of perceived transformational leadership behaviors as gender groups and race groups could perceive their leaders differently due to cultural and gender views, an area in need of further investigation as preferred leadership styles could be influence by cultural orientations as employees would be likely to rate their leaders by what is appropriate for them in terms of femininity and masculinity and what can be considered to be culturally appropriate behaviours for a leader. There is a possibility that other factors that were not studied could have had an impact on team commitment. The varying levels of team commitment could be linked to factors such as job satisfaction and subjective wellbeing of employees.

 Another limitation might be due to the cross-sectional nature of the study, it does not allow for causal inferences to be made even though likely causal conceptual arguments was made regarding the relationship among the constructs based on the correlation and regression results. In addition, generalizability of the results might is limited because the study used non probability convenient sampling where respondents were selected because they were readily available to participate. The use of convenient sampling is prone to bias and influences that are beyond the researchers control. There was also no background information obtained on contextual factors to help the researcher to interpret and explain variations in the perceived levels of transformational leadership behaviours between gender, levels of education and race groups . The use of qualitative methodologies could be used in future research to better understand influences in this regard e.g. the correlations found between perceived transformational leadership behaviours and team commitment might have masked or ignored underlying causes that could have been understood qualitative inquiry.Future research might look at transformational leadership qualitatively to understand the personal opinions of employees when it comes to perceived transformational leadership. Information about deeper

meaning cannot be accessed with quantitative data. The use of a person's own language in a qualitative study is far more sensitive and meaningful to record human experience. Qualitative approach might give the employees the chance to talk about their own practical knowledge and their own understanding of transformational leadership behaviours of their leaders and team commitment. An interview with open ended questions will permit for creativity, self-expression and richness of detail and help researchers to discover findings that were not anticipated by hypothesis. An interview might find a different perspective as surveys are prone to wording effect where the use of a specific term in a questionnaire strongly influences the manner which respondents answer the question and also order effect when the questions asked before others in a questionnaire or scale influence the responses. Despite these limitations, the study yielded findings that are in accordance with previous studies and offer suggestions to develop transformational leadership to enhance team commitment.   .

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APPENDIX 1

Appendix 1.1: Letter to the Manufacturing Plant Manager

18 April 2013

To Whom It May Concern,

I,Sibusisiwe Immaculate Luthuli, a Masters Industrial Psychology student from the University of KwaZulu-Natal, Howard College, wish to research and examine the relationship between Transformational Leadership behaviours and Team Commitment among manufacturing plant employees. The research will be carried out under the supervision of Prof Meyer-Weitz, who is a lecturer of Industrial Psychology and supervisor of the present study.

This study may generate important findings and may show that your organisation should recruit, select and develop leaders that display transformational leadership, for effective leadership behaviours may have the ability to influence affective and continuance commitment of team members. Thus, the study poses a number of potential benefits and important insight for your organisation and its members (teams). Thus, I request permission to conduct this research in your manufacturing plant. I also request that a meeting be arranged at your earliest convenience so that I may present a complete proposal of the study and answer any questions that you may have.

Yours Faithfully,

Sibusisiwe Luthuli (079 306 3521)

Appendix1.2 : INFORMED CONSENT LETTER

Dear Participant,

I, Sibusisiwe Immaculate Luthuli, a Masters Industrial Psychology student from the University of KwaZulu-Natal, Howard College, wish to conduct a study that seeks to examine the relationship between Transformational Leadership Behaviours and Team Commitment amongst manufacturing plants employees. I am committed to this study and hope to make a valuable contribution to the field of Industrial Psychology thus; I would highly appreciate your participation in this research study.

Your participation in this study is purely voluntary, and you reserve the right not to participate or to withdraw from the study at any time without any form of penalty. Please note that this study is completely confidential and your anonymity and confidentiality will be guaranteed and protected at all times. Upon collection of the data, the results will be stored away in a safe and private place within the psychology department and will be disseminated after a period of five years.

This study will be conducted under the supervision of Prof Anna Meyer-Weitz. If you have any queries or concerns related to this research, please feel free to contact me or my supervisor Prof Meyer-Weitz.
Furthermore, if you wish to obtain information on your rights as a participant, please contact Ms Phumelele Ximba, Research Office, UKZN, on (031) 360 3587

Thank you for your participation.

Ms S. Luthuli (079 306 3521)   **Prof Anna Meyer-Weitz**

Tel: -0793063521   Tel: (031) 260 7618

Email: 209508602@stu.ukzn.ac.za   Email:Meyerweitza@ukzn.ac.za

Informed Consent Form

I ………………………………………………………………….. (Full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project as discussed with me based on the previous page of this document, and I give consent to participate in the study. I also grant permission for the survey to be administered and to be used for research purposes only. I fully understand that all the information that I provide will be kept confidential and anonymous.

I understand that my participation is voluntary and that I am at liberty to withdraw from the study at any time, should I so wish.

_____   _____

Signature of Participant   Date

_____   _____

Signature of Researcher   Date

APPENDIX 2

Appendix 2.1 : BIOGRAPHICAL DATA SHEET

INSTRUCTIONS: Please tick the appropriate boxes.

1. **GENDER**

   Male ☐   Female ☐

2. **AGE GROUP**

   21years and younger ☐   22 – 30 years ☐

   31 – 39 years ☐   40 years and older ☐

3. **MARITAL STATUS**

   Single ☐   Divorced ☐

   Widowed ☐   Married ☐

   Living with a partner ☐

4. **NUMBER OF YEARS WITH THE ORGANISATION**

   1 year or less ☐   2 to 5 years ☐

   6 to 10 years ☐   more than 10 years ☐

5. **HIGHEST ATTAINED QUALIFICATION**

   Matric Certificate ☐   Diploma ☐

   NQF ☐   No Matric ☐

   Degree ☐

6. **RACE GROUP**

   African ☐   Indian ☐

   Coloured ☐   White ☐

7. **TEAM**

   Production ☐   Packaging ☐

   Dispatch ☐   Deliveries ☐

72

Instructions:

Please describe your leader as honestly as you can by entering a tick under a number from the rating scale that best describes your leader. The information requested will not be used against you. This is completely anonymous so you are not required to write your name. Please respond honestly as honesty will help in valid results on your perceptions about your leader.

Statement	Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
	1	2	3	4	5
1.The leader specifies the importance of having a strong sense of purpose					
2.The leader emphasizes the importance of being committed to our beliefs					
3. Clarifies the central purpose underlying our actions					
4. Talks about how trusting each other can help us to overcome our challenges					
5. Emphasizes the importance of having a collective sense of mission					
6. Considers the moral and ethical consequences of his/her actions					
7. My leader takes a stand on difficult issues.					
8. Displays conviction in his/ her ideals, beliefs and values.					
9.Sets high standards					
10. Focuses my attention on what "it takes" to be successful.					
11. Talks optimistically about the future					

12. Articulates a compelling vision of the future					
13.Seeks different perspectives when solving problems					
14. Suggests new ways of looking at how we do our jobs.					
15.Gets me to look at problems from different angles					
16. Encourages non-traditional thinking to deal with traditional problems.					
17. My leader spends time teaching and coaching me.					
18.Provides useful advice for my development					
19. Listens attentively to my concerns					
20. Gives personal attention to members who seem neglected.					

APPENDIX 2.3: ORGANISATIONAL COMMITMENT SCALE

INSTRUCTIONS:

Please reflect your personal views of the statements as objectively and honestly as you can by entering a tick under the number from the rating scale that best describes/ reflects your views about your team. The collected information is for research purposes to fulfill degree requirements. Please respond honestly as this is not a test and all the information will be anonymous.

	Strongly Disagree	Disagree	Not Sure	Agree	Strong Agree
1. I would love to spend the rest of my career with my team	1	2	3	4	5
2. I do not feel emotionally attached to my team	1	2	3	4	5
3. This team has a great deal of personal meaning for me	1	2	3	4	5
4. I do not think that I could easily become as attached to another team either than this one	1	2	3	4	5
5. Too much in my life would be disrupted if I decide to leave	1	2	3	4	5
6. One of the few serious consequences of leaving is scarcity of available alternatives	1	2	3	4	5
7. I do not believe that a person must always be loyal to his/ her organisational team	1	2	3	4	5
8. It would be too difficult for me to leave right now.	1	2	3	4	5
9. I don't believe that a person must be loyal to one organisational team	1	2	3	4	5
10. One of the major reasons I remain with this organisational team is that loyalty is important and therefore feel a sense of moral obligation	1	2	3	4	5
11. I was taught to believe in the value of remaining loyal	1	2	3	4	5
12. Things were better in the days when people remained loyal to their organisations and teams most of their career,	1	2	3	4	5