INVESTIGATING TRANSFORMATIONAL LEADERSHIP PRACTICES AND THE INFLUENCE ON EMPLOYEES' ORGANISATIONAL COMMITMENT AT CAMDEN POWER STATION

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DECLARATION

I, Mosekami Piet Mokgala declare that

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"Now unto him that is able to do exceeding abundantly above all that we ask or think, according to the power that worketh in us, unto him be glory in the church by Christ Jesus throughout all ages, world without end. Amen" Ephesians 2:20-21

My special thanks go to the Almighty God, Father of Glory, the God of Jesus Christ, Jesus Christ my Saviour and the Holy Spirt, the Spirit of Christ, the Spirit of life, love, power and sound mind. I am nothing without you Jesus, you are my greatest delight and your Word is my greatest treasure!

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ABSTRACT

The study was aimed at investigating whether the leadership practices at Camden Power Station are transformational and employee organisational commitment centred. Organisations cannot perform successfully if leadership is not effective and employees are not committed to the organisation. The objectives of the study were to establish the existence of transformational leadership practices at Camden Power Station; to investigate if there is a relationship between these practices and employee organisational commitment; to establish other transformational leadership factors that affect employee organisational commitment and to make recommendations to the organisation about transformational leadership practices and organisational commitment.

The study approach was quantitative. In this study the sample was identified from within Camden Power Station, a generation business unit in Eskom. The sample of 105 employees was scientifically calculated from a population of employees. A random sample was drawn from a sample frame of employee list obtained from the Human Resource Department. The study findings revealed that leaders at Camden Power Station practised transformational leadership styles and that there is a positive relationship between these practices and organisational commitment. It is recommended that these practices become a leadership programme and form part of the organisation's leadership performance contract; its implementation must be monitored. The current leadership practices at Camden Power Station need to be transformational in order to enhance employee organisational commitment and retain skills while ensuring adequate generation of electricity for the country. The study also recommends that other employee behaviours such as job satisfaction, leadership acceptance and job performance be researched against transformational leadership, using a larger sample and mixed methods to be able to obtain richer information from respondents.

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LIST OF ACCRONYMS

CEO   Chief Executive Officer

ESCOM   Electricity Supply Commission

GOSA   Government of South Africa

MLQ   Multifactor Leadership Questionnaire

MVA   Mega Vars

MW   Mega Watt

OCQ   Organisational Commitment Questionnaire

SOE   State Owned Enterprise

SPSS   Statistical Package for Social Science

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Effective leadership and successful performance of the human capital within an organisation dictates whether organisational success or organisational failure would occur (Robbins & Judge, 2012:73). An organisation cannot perform successfully in the current demanding business environment and highly competitive world without the commitment of employees to the organisational objectives and strategic goals. Therefore it is required of organisations to manage employees properly and effectively so that the success of the organisation in achieving its goals can be inevitable (Robbins & Judge, 2012:73).

Theories of leadership vary one after the other, there are those that focus on leader and follower or leader and employee influences that have been proposed; however, transformational leadership has shown to have some unique practices towards employee behaviours and attitudes (Gilley, Shelton & Gilley, 2011:103). The uniqueness and nature in the characteristics of transformational leadership aims at broadening and elevating the preferences of employees in the organisation. The practices of leadership that is transformational in character generates awareness and assures that there is acceptance of the purpose and vision of the organisation, while also bringing encouragement to employees to focus ahead of their own interest for the benefit of the of the organisation (Bass, 1990:21, cited in Gillet & Vandenberghe, 2014:322).

The purpose of this study is to investigate the influence of transformational leadership practices at Eskom's Camden Power Station on employees' commitment to the organisation.

1.2 RESEARCH CONTEXT AND BACKGROUND

Eskom Holdings Limited (ESCOM) is a household name in South Africa, and has a long and influential history in the country, and on the African continent. Established in 1923 as the Electricity Supply Commission 'ESCOM', the state-owned utility is responsible for generating, transmitting and distributing electricity to industrial, mining, commercial, agricultural and residential customers. ESCOM was later corporatised and renamed Eskom. Eskom has an effective monopoly in the electricity sector, which also places a tremendous amount of responsibility in the utility's hands (Green Peace, 2012:3).

Eskom is a State Owned Enterprise (SOE). In its current form this means it is a commercialised entity incorporated with the Government of South Africa (GOSA) as its sole shareholder represented by the Department of Public Enterprises. The board is, therefore, accountable to public finance legislation in addition to the normal fiduciary responsibilities relating to profitability. This is a fundamental departure from the previous dispensation with regards to the legal character of Eskom where the mandate was to provide developmental power for neither profit nor loss.

Widespread power cuts that have plagued South Africa especially in winter when the demand for electricity rises, looks set to become a constant feature of daily life in the next few years, have attracted much deserved criticism of government and Eskom from all sectors of South African society. Whether pre-notified or not, power cuts destabilise the fluency of everyday life and have drastic implications for the country's economic growth prospects and social stability.

According to Klopper (2010:15), a leadership crisis at Eskom in 2009 saw the resignations of both the CEO, Mr. Jacob Maroga and the board chairman, Mr. Bobby Godsell, after a disagreement over how to run the utility, which is struggling to keep South Africa's electricity up and running. Poor leadership has resulted in investors hesitating to commit funds to projects and has raised the cost of loans. Eskom is struggling to raise the capital to pay for the expansion programmes that are needed to meet rising demands. Tighter

conditions on credit markets following the recession have exacerbated the situation.

According to the Eskom Group Chief Executive, Mr Molefe, over the past year, Eskom has marked many milestones. The commissioning of Medupi Unit 6 in August 2015 contributed to an improved system status. The Sere Wind Farm continued to add capacity to the grid, while diversifying the energy mix. As at the end of December 2015, Eskom marked over five months of no load shedding. There is further evidence that the efforts are beginning to show results. In 2016, Eskom achieved the most number of consecutive days of no load shedding. From this it should be noted that load shedding was a strategy applied during periods where electricity demand was more that the supply, by discontinuing supply to other parts or sections of the country in a rotational manner (Eskom, 2016).

Much of the progress according to Mr. Molefe, (Eskom, 2016), made during 2015 would not have been achieved without employee commitment and leadership. Through robust improvement plans, Eskom has risen to the challenge of completing necessary maintenance of the aging power stations, while embarking on new build projects that will add capacity to the grid in the future. Rest assured that none of these key milestones would have been met without the intense commitment of the employees. The organisation achieved all these due to employee diligence while approaching 2016 with optimism and setting aggressive goals for progress. Over the next five years, Eskom expects to add over 17 000 MW of new capacity to the national grid, 9 756 kilometres of new transmission lines, and 42 470 MVA of transmission strengthening. To achieve the goal of delivering planned new units ahead of schedule and of completing all maintenance and new build projects by 2022, employee commitment and hard work become more important than ever. Eskom's goals for the next financial year remain focused on minimising load shedding, increasing maintenance on the fleet, accelerating the new build programmes, energising the workforce, and implementing key safety improvements.

Investors are seeking certainty and stability. Funding security ensures that the build programme remains on course for completion. Sufficient revenue allows

Eskom to continue with the generation performance improvement programme to the benefit of all customers. A financially sustainable Eskom will support our country's broader economic objectives. There are deep concerns about the recent deterioration in the safety performance, which resulted in lives being lost. In pursuing the value of zero harm and carrying out the quest for excellence, there is a need to put an end to all injuries and fatalities.

From the above discussion, it can be deduced that Eskom is embarking on transformational change with new challenges ahead. There is a great awareness that these are all possible with effective leadership and the commitment and attitudes of employees (Fristina, 2014:2). The organisation will be focusing on minimising load shedding, increasing maintenance on the fleet, accelerating the new build programme, energising the workforce, implementing key safety improvements and stabilising financial performance to secure more funding.

Change is a process that is ongoing. The success of an organisation depends on how change is implemented at the three levels of individual, group and organisation. Leadership matters at every level of change. The role of leadership is critical for the successful implementation of change. The survival and healthy growth of a business in today's business environment is dependent on change management (Ajmal, Farooq, Sajid & Awan, 2013:12). There will be no change that is successful in an organisation without the active involvement of leadership.

Factors that are internal to the organisation and factors that external to the organisation affect the respondents of organisational change. For the purposes of this study the factors that are internal are actually associated and centred on the leadership and the leadership style that influence the process of change (Chimburu, 2011:1). There is a consideration that there is an unavoidable dilemma of organisational change, where employees, the human capital of organisations are an essential asset in organisational change and at times, significantly impedes the achievement of organisational change (Ajmal *et al.*, 2013:11). The critical success factor for organisational change in organisations is the leadership of the organisation, where leaders are to be seen as change

champions that must keep the process of change continuous and maintain the reliable operation of the organisation (Ajmal *et al* ., 2013:11).

The wave of future oriented uncertainty coupled with demands for increased participation at all levels of organisations dramatically changed the role and perceptions on leadership, specifically with regard to the respective roles played by the leader and follower in change management and leading transformation.. Various organisations are compelled to undergo changes for them to survive and be in business for longer periods of existence. Organisations are also expected to rapidly and spontaneously react to the local, national and global innovative needs through latest technological and competitiveness challenges if they want to remain in business or survive (Ajmal *et al.,* 2013:12). Change does not happen at once and few organisations achieve their stated organisational objectives and goals (Anderson, 2011:46). Management of change has primarily prioritised people, organisational identity and the patterns of human inter-relationships. Ineffective management of change may be attributed to inadequate leadership concentration on the complexity of change, poorly developed and implemented organisational strategies and structures and attention of people behaviours. When studying Organisational Behaviour and Industrial Psychology, organisational commitment is defined as the individual's psychological attachment to the organisation (Mercurio, 2015:391). The basis behind the review by Mercurio (2015:393), was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organisations. Organisational commitment predicts work variables such as turnover, organisational citizenship behaviour, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organisational commitment.

The study seeks to investigate how transformational leadership practices influence employee attitudes such as organisational commitment at Camden Power Station. Camden Power Station, an Eskom entity that generates electricity is one of the sixteen stations that make the Generation fleet, which is responsible for the generation of electricity in the country. Other stations that

produce electricity from coal are Arnot Power Station, Duvha Power Station, Grootvlei Power Station, Hendrina Power Station, Kendal Power Station, Komati Power Station, Kriel Power Station, Kusile Power Station, Lethabo Power Station, Majuba Power Station, Matimba Power Station, Matla Power Station, Medupi Power Station and Tutuka Power Station (Eskom, 2012:8).

Camden was commissioned in 1967. Between 1990 and 2006 the station was mothballed, but the South Africa energy crisis in early 21st century prompted Eskom to re-commission the station, starting with Unit 6 in July 2005 and completing with Unit 1 in July 2008. The employee compliment of Camden Power Station is the unit of analysis for this study. The population consists of senior managers, line managers, subordinates and contractors who are often referred to as partners.

1.3 PROBLEM STATEMENT

Eskom plays a pivotal role in the generation and supply of electricity in the entire South African energy supply market and parts of the continent of Africa. Leadership changes and practices may result in the exodus of talented employees, tardiness, absenteeism from work, lower levels of productivity, reduced levels of satisfied customers, innovative ideas that are low and, eventually, poor economic results (Eskom, 2012:4). Therefore it can be argued that is empirical that leaders develop transformational leadership practices so that the effectiveness of their leadership impacts the success levels of organisations. There have been leadership changes at the top within Eskom, which imply that the organisation is undergoing transformational change which needs to be properly managed. A successful management of employees' attitudes and behaviours after transformational and leadership changes is critical for the survival of the organisation. A failure to successfully managing these factors may lead to a situation where employees of the organisation choose to exit the employment or stay, hang onto critical operational knowledge or impartation to fellow employees, and increase their contribution to organisational success or become negatively impacted by the new leadership. Transformational change and redeployment of employees may result in frustrated and angry employees who in turn bring about poor job

performance and lower levels of job satisfaction, leadership acceptance as well as organisational commitment. Unfortunately, transformational leadership practices come with both positive and negative influences on employees. Taking into account that Camden is undergoing transformation spearheaded by the consecutive CEOs, there is increasing debate on whether the kind of transformational leadership practices favour employee organisational commitment or not. This study, therefore, seeks to investigate transformational leadership practices at Camden Power Station and the influence they have on employee commitment.

1.4 SIGNIFICANCE OF STUDY

The study is important because there is resistance when new leadership is appointed to positions especially in state owned entities which lead to negative perceptions about the leadership and result in lower or adverse leadership acceptance, and Mokgolo, Mokgolo and Modiba (2012:49), argue that leadership is a critical issue that organisations and institutions need to address in order to survive and succeed in today's unstable environment.

The study contributes to our understanding of transformational leadership practices as well as the manner in which leaders can improve on practices of transformational leadership with intent to improve employee's organisational commitment. In practice organisations may choose to develop training programmes for their leaders based on the recommendations of the study, to effectively manage and lead transformational change by positively influencing employee attitudes such as organisational commitment and eventually minimising employee turnover (Mokgolo et al., 2012:51). The results and recommendations may be used to train, coach and develop leadership competency legislative framework for the organisation as well organisational commitment for employees. Challenges arising from continuous economic environment are also giving their own perspectives for studying employee organisational commitment. Results from previous study revealed that during economic turbulences or crises, the work environment becomes very unstable and the effects are lower levels of employees' organisational commitment (Markovits, Boer & van Dick, 2013:86).

1.5 AIMS AND OBJECTIVES OF THE STUDY

The aim of the study is to investigate the transformational leadership practices and the influence on employee attitude such as organisational commitment at Camden Power Station.

The primary objective of the study is to investigate transformational leadership practices at Camden Power Station and the influence on employee's organisational commitment.

The secondary objectives of the study are to:

- establish current transformational leadership practices at Camden Power Station
- investigate the relationship between current leadership practices and employee organisational commitment
- identify other transformational leadership factors or qualities that affect employee commitment;
- provide recommendations towards the implementation of transformational leadership practices with the intention to enhance employee organisational commitment at Camden Power Station

1.6 RESEARCH QUESTIONS

The above objectives of the research will be achieved by answering the following research questions:

- What are the current transformational leadership practices at Camden Power Station?
- What is the relationship between current leadership practices and employee organisational commitment?
- What are the other transformational leadership factors or qualities that affect employee organisational commitment?
- What can be recommended to the leadership of Camden Power Station about their transformational leadership practices with the intention of improving employee organisational commitment?

1.7 METHODOLOGY FOR THE STUDY

The broad approaches are positivism and phenomenological approaches. The two give birth to quantitative and qualitative methodology respectively.

Positivism is defined as the broad approach of the natural sciences, advocating the application of natural sciences methods to study certain phenomena. Positivists believe that valid knowledge can only be gained from objective, observable or empirical evidence. Positivists must, therefore, find evidence to either support or reject a hypothesis (Du Plooy-Cilliers, Davis & Bezuidenhout, 2014:24). Olsen (2012:3) states that in social behavioural research, the positivist approach has limitations to personal observations, objective measurement and independence towards individual perceptions and opinions. This kind of positivist approach is also referred to as the quantitative approach.

Phenomenology looks at the way in which individuals make sense of the world around them. Phenomenologists maintain that human action is meaningful and that people, therefore, ascribe meaning both to their own and other people's actions. The task of the researcher is to interpret and gain an understanding of human actions and then describe them from the point of view of the person or group being studied (Du Plooy-Cillers, *et al.,* 2014:28).

According to Henning (2013:39), quantitative research methods aims at maximising objectivity of the study, replicability of the results and findings, and generalisability of the study findings, and are typically interested in prediction. The study seeks to investigate transformational leadership practices and the influence on employees' organisational commitment, therefore the quantitative methods is appropriate because results are generalisable and replicable. The expectation that a researcher will set aside their perceptions, experiences, and biases to ensure objectivity in the conduct of the study and the conclusions that are drawn, is integral to the quantitative research approach. The utilisation of instruments such as tests or surveys to collect data, and reliance on probability theory to test statistical hypotheses that correspond to research questions of interest are key features of many quantitative studies. Henning (2013:39) describes quantitative method to be frequently naturally deductive in

its approach. For the purposes of this study, a quantitative approach was utilised.

1.8 ORGANISATION OF THE STUDY

Chapter 1 Introduction and Orientation: This chapter introduces the topic of the study and the background to the study. The chapter states the problem statement of the study, the objectives of the study, the questions to be answered to meet the objectives of the study, the method of the study including the design of the study, as well as the organisation of the study and the conclusion.

Chapter 2 Literature Review: In this chapter, the researcher reviewed literature on various aspects of transformational leadership and employee commitment as applicable to the problem under investigation. The chapter focuses on the link between transformational leadership and employee commitment as well as factors of transformational leadership that lead to employee commitment and the conclusion.

Chapter 3 Research Methodology: This chapter presents the research methodology, including the research design population and sampling as well as the data collection procedures. Research instruments to be used in this study are discussed in this chapter. The chapter also discusses the issues of reliability, validity and ethical considerations. Lastly, the chapter advises on the statistical package use to analyse the collected data and the conclusion.

Chapter 4 Presentation and Discussion of Findings: In this chapter, the researcher provides detailed findings of the research, based on the data collected. It presents interpretations of the data with respect to the objectives of the study.

Chapter 5 Conclusions and Recommendations: The chapter provides a summary of the findings of the research, based on the data collected, draws conclusions on whether the objectives of the study are met. Finally the chapter provides recommendations to be implemented with the intention of improving employee organisational commitment at Camden Power Station.

1.10 CHAPTER SUMMARY

Leadership is a critical issue that the organisations and institutions need to address in order to survive and succeed in today's unstable environment. Based on the discussions above, transformational leadership practices may counter act the effects brought about by the uncertainties and changes that result from new leaders and assist employees to achieve and contribute meaningfully to organisational objectives. Organisations can train their leaders from leadership training programmes designed from findings of the study to ensure effective management and leadership during transformational change. The results thereof may be positive influence on employee attitudes such as organisational commitment and eventually minimising employee turnover. The results and recommendations may be used to train, coach and develop leadership competency framework for the organisation as well organisational commitment for employees. Implementation of the training and development programme may assist the organisation during unfavourable economic climates and environments as the effectiveness of leadership is tested during these times. Previous studies revealed from empirical findings that during a period of economic down turn or crunch such as recessions, the work environment tends to be very volatile and unpredictably insecure. The eventuality is that the levels of employee's organisational commitment reduce drastically which directly affect the achievement of organisational goals and objectives.

The next chapter provides the literature review of the study.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The previous chapter set the scene for the study by contextualising the problem under investigation.

This chapter presents an in-depth study of current literature on theories and leadership styles and employee commitment. The chapter focuses on the link between transformational leadership and employee organisational commitment as well as factors and qualities of transformational leadership that lead to enhanced employee organisational commitment.

2.2 DEFINITION OF KEY CONCEPTS

This section focuses on the definition of leadership, transformational leadership, transformational leadership factors and practices. There are however different theories of leadership, some with particular emphasis on the relationship of the leader and the follower that have been proposed such as the leader and the follower exchange theory, where the emergence of transformational leadership and its unique features are explained (Ardichvili & Manderscheid, 2008 cited in Gillet & Vandenberghe, 2014:322).

2.2.1 LEADERSHIP

Hein (2013:44) defines leadership as a set of behavioural factors, which define the way critical decisions are arrived at by the use of power over employees and interactions between leaders and followers. The concept of leadership is critical to organisations as there seems to be a direct influence of leadership on the work attitudes of employees. This relationship between leadership to employees' behaviours significantly has a role on the organisational performance, effectiveness, and behavioural outcomes of employees (Hein, 2013:44). If employees are willing and decide to remain within an particular

organisation, the outcomes of such decisions and willingness are organisational workforce stability and organisational effectiveness measured by achievement of strategic goals and objectives (Amankwaa & Anku-Tsede, 2015:2). To reinforce this position, the leadership of an organisation is one important critical success factor. When leadership is properly applied, it enhances the good inter personal relationships among employees, impacts the organisational climate positively, increases service delivery and modify employee behavioural outcomesOne important fact is that a leader enhances the employee's organisational commitment, capacity for productivity, job involvement and engagement in attaining goals (Luft, 2012:22). Marks and Printy (2003:67), cited in Balyer (2012:587), emphasise that choosing leaders is both complex and confusing. Leadership is a concept that plays a vital role in management and promotion of an organisation by influencing employees both directly and indirectly. A growing body of literature highlights the role of teams in organisations. The ability of team members to work together can improve the overall functioning of the organisation.

According to Odumeru and Ifeanyi (2013:355), perhaps the subject leadership is one of the most important aspects of management in an organisation. The reason for that is that leadership is a pivotal factor contributing immeasurably to successful organisations and developed nations (Odumeru & Ifeanyi, 2013: 355).

Among various theories available and put forward to explain leadership effectiveness, there are two of the most prominent leadership theories which are transactional and transformational theories of leadership (Odumeru & Ifeanyi, 2013: 355). Most authors share the same view that transformational and transactional leadership styles differ in practices and concept. Various researchers postulate that transformational leadership practices significantly complements transactional leadership practices, resulting in higher levels of group, individual and performance of organisation (Bass & Avolio, 1994, cited in Odumeru & Ifeanyi, 2013: 355).

Indications are that the rapidly ever changing environment organisations are facing today direct organisations and their leadership as well as human

professional for resource development, to pay attention to the fact that there is a necessity to create developmental programmes of leadership with abilities to improve organisational performance, quality service delivery, and the retention of managers (Barling, Christie & Hoption, 2011:183, Gillet & Vandenberghe, 2014:321). Previous studies revealed leaders benefit by positively influencing their followers and enjoy extra efforts and satisfactory work results. This is attributable to initiatives such as engagement sessions, objectives setting, coaching and mentoring and the training of individuals formally (Gillet & Vandenberghe, 2014:321). These programmes for development intentionally be relevant to effectively impact leadership (Kennedy, Carroll, & Francoeur, 2013:18, Goldman, Wesner, & Karnchanomai, 2013:87;).Researchers such as Gilley, Shelton, and Gilley, (2011:386); Shuck and Herd (2012:172) posits that understanding the political and cultural factors of the organisation, managers capabilities assist in critically reviewing their behaviours and knowledge sharing with their subordinates.

The leadership concept originates from various sources, sometimes emanating from the contentment arising from achieving as specific goal, or emanates from a modest desire to become of service to your fellow colleagues. Leadership may take various forms of display, such as visible and heroic, other times quiet and unassuming. Leadership produces unique effects to various environments; taking into account that practices and approaches that succeeds immensely in one organisation may achieve the opposite or yield complete failure in a different organisation (Demir, 2008 cited in Luft 2012:25).

The term leadership is connected to adjectives such as good, visible, situational, poor effective, bad and strategic (Simola, Barling & Turner, 2012:230). According to Burns (1978:64) the description of leadership is one of the highly observed topics, though the understanding of the phenomena of leadership is least understood universally. Bryman (1992:143) cited in Amankwaa and Anku-Tsede (2015:2), however posits that in the absence of a clear definition, regardless of the majority of the definitions of leadership, that there are some basic elements including influence, goal and group.

The establishment of leadership is joint effort by leaders and followers as in employees. Followers have the ability to evaluate leadership effects on the relationship between a leader and themselves, since they directly experience the leader's model of leadership, they. The knowledge, role and psychological states of the follower should create a platform where the models of leadership are based. (Luft, 2012:30).

Leadership is a mechanism intended to influence, motivate and to steer others into a specific direction to perform in manner that achieves and support goals and objectives of organisational. Amankwaa and Anku –Tsede (2015:2) posits that leaders influence their followers to act for certain goals that represent the values and the motivations, particularly the wants and needs, the aspirations and expectations-of both leaders and followers. According to Amankwaa & Anku-Tsede, (2015:2) the wisdom of leadership is encapsulated in the degree in which leaders choose to conduct themselves and the motivations and values of their followers.

2.2.2 TRANSFORMATIONAL LEADERSHIP

Transformational leadership empowers others to become freethinking, independent individuals capable of exercising leadership (Mina, 2009, cited Yunus & Ibrahim, 2015:124). Bass and Avolio (1994) cited in Yunus and Ibrahim,(2015:124) indicated that transformational leaders usually display their behaviours associate with four characteristics: inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration (Muenjohn & Armstrong, 2008, cited in Yunus & Ibrahim, 2015:126).

This is a type of leadership style where the leader together employees, identify the change needed in the organisation, executing the change in tandem with committed members of the group and the creation of a vision to direct the change through inspiration. The transformational leader becomes the role model for followers by inspiring them and raising their interest in the organisational goals and objectives. The leader also challenges followers to take significant ownership for their work, and understanding the strengths and weaknesses of followers. Transformational leaders are allowed to align with followers' through tasks that enhance their performance. Mokgolo *et al,*

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(2012:8) postulate that transformational leadership is vital for organisational success. Gibson, Ivancevich, Donnely & Konopaske (2012:356) explain that transformational leaders have the ability to inspire and motivate followers to achieve results greater than originally planned by re-inventing the entire philosophy, system and culture of the organisation.

Simola, Barling and Turner (2012:231), sees transformational leadership to be a leadership type where exchanges among interested leaders and followers are centred on a purpose that is collectively bargained in such a way that there motivation, transformation, enhancement, of ethical aspirations and actions aspirations of followers. They strive to understand the abilities employees, needs and skills, and coach and mentor to improve on any weaknesses. Transformational leadership models values that are common together with a system of belief, and brings about inspiration to unify followers in order to reach group goals at the group level. Transformational leadership behaviours are equal toward all members of the organisation, and all the members of the organisation have a similar understanding about the leader's human behaviour in this situation (Geib & Swenson, 2013:87).

The eventuality of leadership with transformational practices is mutual-needs based relationship. The relationship puts in the fore front the leadership rights and morals, as well as the aspirations and values of the employees (Burns (1974:202). Transformational leadership means that leadership that produces social change that satisfies followers' authentic needs (Burns, 1997: 4 cited in Sookanekun & Ussahawanicthakit, 2012:71). The relationship of leaders and employees in a transformational leadership set is two way with a commitment from both to achieve organisational goals. This cannot be achieved far from ethics. Therefore it can be argued that transformational leadership should be ethical (Avolio and Bass,2004:20, cited in Sookanekun, *et al.*, 2012:71))

According to Sun and Anderson (2012:310), the critical qualitative success factor for the effective management of organisational change hinges around transformational leadership. Therefore, success in achieving transformational organisational changes depends on key people in an organisation such as

managers in developing appropriate skills set and attributes that characterises a leadership style called transformational leadership (Sun & Anderson, 2012:310).

2.2.3 ORIGINS OF TRANSFORMATIONAL LEADERSHIP

Transformational leadership has been the most single researched and debated leadership style within the field of leadership over the previous years (Diaz-Saenz, 2011:299).Introducing the concept of transformational leadership, Burns (1978:108) cited in Kovjanic, Schuh, Jonas, Van Quaquebeke and Van Dick, (2012:1031) argued that the significance of the leaders' authority is the extent to which they satisfy, or attempt to satisfy specific needs of the followers which emphasises originality, defining the transformational leader as a person who seeks to satisfy higher needs and engages the full abilities of the follower. In the same token, Bass (1990:186) cited in Kovjanic *et al,* (2012:1033), purports that the fulfilment of followers' needs emotionally, is a central aspect of transformational leadership. Transformational leadership involve higher psychological needs and exceeds social exchange including needs for affection and competence. By addressing and appreciating the needs of employees, transformational leaders foster organisational commitment of their followers, bolsters their effort for the collective organisational objectives and goals, while also develop the abilities of their followers.

This, eventually, is perceived as central to the effectiveness of transformational leaders (Bass, 1985; Burns, 1978). Indeed, the focus on followers' psychological needs seems to be a central aspect that differentiates transformational leadership from transactional leadership styles (Bono & Judge, 2003, cited in Kovjanic *et al*, 2012:1033).

Published studies link transformational leadership to the success of the Chief Executive Officer, middle manager effectiveness, military leadership, cross-cultural leadership, virtual teams, personality, emotional intelligence and various other topics of leadership qualities and attributes (Diaz-Saenz, 2011, McCleskey, 2014:121, Nye, 2013:331, Peter & James, 2013:89).

2.2.4 TRANSFORMATIONAL LEADERSHIP PRACTICES

For the previous years, transformational leadership has had unique factors explaining its origin as a popular topic of study (Bass, 1990; Bass & Avolio, 1994; Bass & Riggio, 2006:122, Grys, 2011:48). Broadening and elevating the interests of their employees, generate awareness and stirring employees to look beyond their own self-interest for the good of the group and acceptance of the purposes and mission of the group, are the unique effects of transformational leaders (Bass, 1990:21).

The direct effects of transformational leadership has been examined in relation to outcomes of interest to human resources development such as organisational commitment, job satisfaction, and job performance (Aryee, Walumbwa, Shou, & Hartnell, 2012:19; Munir, Nielsen, Garde, Albertsen, & Carneiro, 2012:519; Yang, 2012:28). However, it is only recently that researchers have begun to unravel the psychological mechanisms that underlie such relationships (Song, Kolb, Lee, & Kim, 2012:87; Zhu, Newman, Miao, & Hooke, 2013: 102).

Some studies focused on the mediating role of followers' attitudes such as psychological need satisfaction (Kovjanic *et al*, 2012:1049), while others demonstrated that transformational leaders exert their influence through collective efficacy, self-efficacy, and moral reasoning (Nielsen, Yarker, Randall, & Munir, 2009:1239; cited in Kelloway, Turner, Barling & Loughlin, 2012:49). Song *et al*, (2012:91) also found employees' work engagement to act as a mediator between transformational leadership and organisational knowledge creation practices.

Burns (1978:66) cited in McCleskey (2014:119) operationalised the theory of transformational leadership as one of two leadership styles represented as a dichotomy: transformational and transactional leadership. While distinct from the concept of charismatic leadership, charisma is an element of transformational leadership (Conger, 2011:91; Diaz-Saenz, 2011:307). Burns (1978:76) cited in Diaz-Saens, (2011:141) defined a transformational leader as one who raises the followers' level of consciousness about the importance and

value of desired outcomes and the methods of reaching those outcomes. The transformational leader convinced his followers to transcend their self-interest for the sake of the organisation, while elevating the followers' level of need on Maslow's (1954:113) hierarchy from lower-level concerns for safety and security to higher-level needs for achievement and self-actualisation (Bass, 2008:619, cited in McCleskey, 2014:126).

Based on empirical evidence, (Bass, 1985 cited in Diaz-Saens, 2011:308,) modified the original transformational leadership construct. Over time, four factors or components of transformational leadership emerged. These components include idealized influence, inspirational motivation, intellectual stimulation, and individualised consideration. Researchers frequently group the first two components together as charisma (Bass & Riggio, 2006, cited in McCleskey, 2014:126). The transformational leader exhibits each of these four components to varying degrees in order to bring about desired organisational outcomes through their followers. Idealized influence incorporates two separate aspects of the follower relationship. First, followers attribute the leader with certain qualities that followers wish to emulate. Second, leaders impress followers through their behaviours. Inspirational motivation involves behaviour to motivate and inspire followers by providing a shared meaning and a challenge to those followers.

Enthusiasm and optimism are key characteristics of inspirational motivation (McCleskey, 2014:125). The requirement for intellectual stimulation commits leaders to increase innovative efforts by employees. This creates an environment where followers ask questions about the status quo with the intention to change things. Question asked by the followers may relate to problems already known in the organisation. These questions also become the indicators available for carving way forward strategies and leadership frameworks and guidelines (Bass & Riggio, 2006:78, Grys, 2011:122). The practice of intellectual stimulation is defined by transparency from the leaders. Transparency or openness means that leaders become fearless towards being criticised and have strong confidence in their abilities. This will lead to strong problem solving skills. Individualised consideration takes into account ability to

mentor and coach followers to levels of utmost confidence in reaching maximum potential (Diaz-Saenz, 2011:305).

A supportive climate and opportunities for learning are a provision made by the leaders within transformative practices. Gundersen, Hellesoy, and Raeder (2012:91) studied transformational leadership and found it to be an effective leadership approach. McCleskey (2014:119) positions transformational leadership as a guideline of leadership for a relationship between leaders and follower based on trusting each other to secure and environment for employees to perform as a team while being satisfied in their jobs.

Gundersen *et al*. (2012:58) argue that their study increases knowledge of the drivers of organisational effectiveness. Specifically, transformational leadership behaviours affect performance on international assignments in a variety of complex projects by contributing to work adjustment and positive outcomes. These implications apply to high-stakes organisational outcomes including selection of organisational leaders (Hoffman, Bynum, Piccolo & Sutton, 2011:787).

Hamstra, Yperen, Wisse, and Sassenberg (2011:86) undertook a study of transformational leadership style and its relationship to employees' preferred stability in the workforce approach, effective organisations and a style that is describes as regulatory.

Warrilow (2012:2) identified practices of transformational leadership style as follows:

2.2.4.1 Charisma or idealised influence

Transformational leadership models are purposeful and collaborative, with a great number of employees operating in empowered and leadership roles (Tajasom & Ahmad, 2011:7).

Charismatic leadership or idealised influence builds a sense of appreciation and acceptance of leadership and the changes brought about in the

organisation. This leadership practice establishes or builds the confidence of the leaders. It is challenging to lead changes within the organisation if there is lack of trust in motives and aims of the leader. If no trust exists, this will culminate in resistance to the change. A leader is in leadership if there are followers behind him. When a leader performs leadership activities and job potential followers will emanate (Tajasom & Ahmad, 2011:7.

In other words, the leader becomes one who possesses idealised influence and who represents the role model to his followers. The followers try to imitate the leaders with idealised influence. Hence, the greatest success of leader who reached a high level of confidence and appreciation with his followers is that his followers begin to imitate him. Thus, his effort to conduct radical change the organisation encounters confirm and support with the employees. The leaders with idealised influence are honoured, appreciated, they are trusted, the followers admire them, and they identify with them and try to imitate them. Such leaders, represent the model roles to their followers, do the right things, and demonstrate high moral and ethical behaviour. They do not use their position and leaders' abilities to achieve personal interests, but they direct them to unleash the potentials of their followers and to achieve the aims of organisations (Moolenaar, Daly, & Sleegers, 2013:44).

The ideal leader behaves in admirable ways and displays convictions and takes stands that cause followers to identify with the leader, has a clear set of values and acts as a role model for the followers (Moolenaar, Daly, & Sleegers, 2013:44). The approach of transformational leadership towards employee is charismatic or individualised consideration because it purports to gain employee trust and respect with pride. The provision of vision and a mission required is required to drive transformation. This type of practice ensures that the followers admire, trust, bond, respect and commit to the leader, while the same followers while organisations are also empowered into the future (Conger & Kanungo, 1998:66, cited in Geib & Swenson, 2013:73). The success of charismatic leaders is measured by the influence they have on the followers, the respect, admiration, loyalty and trust gained by the leader from their sub-ordinates. (Geib & Swenson, 2013:28).

2.2.4.2 Inspirational motivation

According to Jarvis (2012:66), transformational leadership appears to be linked to social engagement leading to increased levels of motivation. When employees are inspired for motivation, they are able to copy the behaviour of the leader during transformation phase and see the leaders as a figure that motivates them. The leader is tasked to stimulate others and influence them to follow ideas that new as per organisational change.

A transformational leader should demonstrate behaviour that inspirationally motivates followers. Enthusiasm, role modelling team work, directing for positive results, stressing the importance of aims and followers' optimism are the cornerstones of such behavioural requirements (Geib & Swenson, 2013:93). This is the degree to which the leader articulates a vision that appeals to and inspires the followers with optimism about future goals, and offers meaning for the current tasks in hand. Transformational leaders perform their leadership act via symbolic demonstrations to redirect efforts of followers. The leader also expresses in a manner that is simple to link to the purpose that is fundamental to the transformation process. They also ensure that the expectations are communicated clearly. Transformational leaders by way of motivation encourage employees to forego personal interest for the sake of organisational objectives. This happens when the leader practices fairness, integrity, clear goal setting and also for the leader to provide support and recognition by emotionally stirring passion and emotions (Warrick, 2011:61).

2.2.4.3 Intellectual stimulation

Transformational leadership instil confidence and stimulation among employees, resulting in inspired and elevated emotions (Loon, Lim, Lee & Tam, 2012:67). During the transformation process, there is a requirement for the effective leaders to be capacitated to lead by way of articulating wisdom and intellect. The intellect or wisdom is posited in the stimulation of the leaders on the employees. This stimulation has vital influence on employee abilities such as ability to be creative, the ability to be innovative and also problem solving abilities (Moolenaar, Daly, & Sleegers, 2013:11).The degree to which the leader challenges assumptions, stimulates and encourages creativity in the

followers - by providing a framework for followers to see how they connect [to the leader, the organisation, each other, and the goal] they can creatively overcome any obstacles in the way of the mission. Stimulation is emphasises effectively measured when employees are rational, when employees are creative and when employees can solve organisational problems with skill (Geib & Swenson, 2013:89).

2.2.4.4 Individualised attention

Individualised attention or attention to individual practice of a leader may be defined as the capacity of the leader to analyse the follower (Zhang, Cao & Tjosvold, 2011:46). The analysis of the follower includes among other things, the involvement of the follower into the transformation process of an organisation. The implication is that there must be a drive or initiative to dissect the wishes of the employees, their needs, and their values and capacities properly. The needs of individuals are uniquely defined, an employee may need excitement, while the other may need stability. Followers are not supposed to note that they are an object that is being observed (Moolenaar, et al., 2013:68). The transformational leader, who is individually attentive, is able to pay attention to the various needs and wishes. Transformational leadership accepts the individual uniqueness of each member of the workforce and allocate assignments according to individual needs and abilities. Following the progress in performing the individual tasks, a leader gets a picture of regularity or irregularity of their own action of individualised consideration.

Individual attention is the degree to which the leader attends to each individual follower's needs and acts as a mentor or coach and gives respect to and appreciation of the individual's contribution to the team. This fulfils and enhances each individual team members' need for self-fulfilment, and self-worth - and in so doing inspires followers to further achievement and growth. Transformational leadership grants to employees individualised consideration because employees are treated with attention to personal needs and wishes, whenever necessary, coaching and mentoring is also part of the grant (Geib & Swenson, 2013:86).

2.2.4.5 Contingent reward

This characteristic shows the style of leaders to connect the goal to rewards, clarify expectations and provide various kinds of rewards for successful performance (Tasrik, Kassim & Nasharudin, 2014:6).

With regard to this practice of transformational leadership, the recompense or recognition is linked to how the employee performs towards achieving organisational goals. If employee puts efforts it is recognized by the rewards. Contingent reward is gains employees accumulate after reaching targeted accomplishments. A two channel communication has to exist between the leader and employee as to what has to be done (Chaudhry & Javed, 2012:260).

2.2.4.6 Management-by-exception

According to Chaudhry *et al.* (2012:260) the practice of managing by exception is reflected when the leader in a specific situation observes or perceives a departure or error against set guidelines, rules regulations, policies and procedures. There are expectations that the leader should appropriately correct these by appropriate action or mitigation. The leader allows followers to work on the mission and does not interfere unless goals are not being achieved in a proper time and at the reasonable cost. Transformational leadership means the leaders or the bosses who leads primarily by using social behaviour exchanges for maximum benefit at low cost. Because leaders motivates their employees to perform their duty to show their responsibilities, to know their goals, to know their needs so reward of their work can be achieved (Chaudhry *et al.*, 2012:261). Leaders become exemplary by assisting the employee how to perform work for the organisation and how to accomplish the organisational goals (Chaudhry *et al.*, 2012:261).

2.2.4.7 Laissez-faire

The laissez-faire leadership style is also known as the "hands-off¨ style. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. Basically, this style looks simple and easy-going between leaders and subordinates (Tarsik, et al., 2014:3). The laissez-faire leader is one who believes in freedom of choice for the employees, leaving

them alone so they can do as they want. The basis for this practice is based on a strong belief that the employees know their jobs best so leave them alone to do their jobs (Gavrieletea, 2014:88). Such a leader provides basic but minimal information and resources. There is virtually no participation, involvement, or communication within the workforce. Understanding of job requirements, policies, and procedures are generally exchanged from employee to employee. Because of this, many processes are out of control. No direction is given and the laissez-faire leader functions in a crisis or reaction mode. If there are goals and objectives, employee agreement or commitment is just assumed (Gavriletea, 2014:91). Even if goals and objectives are shared, rarely is there a defined plan to accomplish them. Laissez-faire management or leadership can only lead to anarchy, chaos, and inefficiency and can be dismissed out of hand as useless. Basically, the over- all effect of laissez-faire leadership seems to be negative (Tasrik *et al*., 2014:4).

2.2.5 TRANSFORMATIONAL LEADERSHIP FACTORS

Leithwood & Jantzi, (2005), cited in Bligh (2011:433) discovered factors that affect transformational leaders. The model centres on categories of leadership factors such as people development, organisational redesign, managing instructional programmes and setting directions (Leithwood & Jantzi, 2005 cited in Bryman, Collinson, Grint, Jackson, & Uhl-Bien, 2011:89).

2.2.5.1 Setting Directions

According to Van der Berg and Martins (2013:9), the transformational leadership practice of direction setting includes a leadership practices that articulate setting expectations for high performance, setting of group goals and also establishing vision that is common. Concerning setting directions, three dimensions exist, which are collaborative goal setting, a collaborative priority-setting and a shared vision (Caza & Jackson, 2011:87, Day, 2011:39).

2.2.5.2 People Development

Harrington & Voillqué, (2011:88) posit that the capacity of employees, relating to both their intellect and emotions must be addressed by development that fits within the purposed and intended capacity levels of the employees to reach shared goals by the organisation. Leithwood and Jantzi (2006:71) cited in

Cossins and Caballero (2013:213) sketched out the purposeful development such as the provision of intellectual stimulation, offering employees individualised support, and affording employees desirable professional practices and values. The personal attention of the leader to the employees regarding their growth and development increases motivation, efficacy, and commitment to improve instructional practices (Leithwood & Jantzi, 2006:186).

2.2.5.3 Organisational redesign

The model for redesigning an organisation expects leadership practices accountable towards accomplishing orderly change management process (Gundersen, Hellesoy & Raeder, 2012: 43). This model establishes organisational procedures, policies, routines, systems, practices, guidelines and structures that enhance collaborative culture, collective development and knowledge management. Gundersen, Hellesoy and Raeder (2012:43) delineate categories of redesigning an organisation such as changes to structure with intentions to enable participative decision making processes, developing an organisational culture that enabling employees to achieve organisational goals and creating productive relationships between leadership and employees (Cossin & Caballero, 2013:1). The leader promotes organisational systems and structures that allow for the ongoing refinement of administrative operations in order to foster continuous improvement efforts. Groves and La Rocca (2011:519) noted that effective leaders build collaborative structures that provide employees with frequent and routine time and opportunities to share specific working techniques (Berendt, Christofi, Kasibhatla, Malindretos & Maruffi, 2012:227). In addition such leaders provide employees with ongoing working environment observations and feedback, which   incorporate collaborative planning and evaluation time for productive activities (Gronn, 2011:444).

2.2.5.4 Quality change agent

Organisations led by transformational leaders are able to forge entrepreneurial, innovative, adaptive and flexible organisations. The images from their professionalism and their personality makes them achievers in

stimulating changes and realise them as a success (Al-Tarawneh, Alhamadani & Mohammad, 2012:76).

2.2.5.5 Transformational leaders are courageous

According to Barun, *et al.* (2012:33), there is readiness and capacity within transformational leaders to assume an appropriate posture or disposition in the organisation for specific outcomes. The intellectual capacity of leaders transforms and empowers them to confront the brutal facts, even though the desired outcome may not be pleasing.

2.2.5.6 Openness to followers

The behaviour of transformational leaders building relationships relationship followers is a conduct that advocates openness and sincerity towards the followers. Leaders must be willing to afford confidence expected. Transformational leaders are sensitive to give power as they possess this power, while also being the best in empowering followers whenever it is possible (Du, Swaen, *et al.*, 2015:13).

2.2.5.7 Values led

Transformational leaders lead by values and therefore are expected to express a set of guidelines based essential values, which are to be achieved, and display behavioural posture, which are in founded on the values (Fuda & Badham, 2011:143).

2.2.5.8 Continued learning

Experiences from personal encounters are valuable for transformative leaders. They extract and follow these experiences as basis for learning while implementing radical changes in their own attitudes, behaviour and approaches (Granger & Hanover, 2012:44).

2.2.5.9 Ability to envision

For one to be regarded as a transformational leader, they must be exceptional in terms of setting up and following up a particular vision. They must be able to create a future status of the organisation and harness the willingness of the employees to realise that vision (Leong, 2011:166).

2.2.5.10 Creativity

This does not include only the energy to engage in creative actions, but, also to be open to the creative enterprises of their followers. Transformational leaders are able to adapt and absorb the creative ideas of their colleagues in the interest of the organisation. Appreciating and implementing the creative efforts of the employed, encourages and sustains a strong motivated working force (Liu, *et al.*, 2011:283).

2.2.5.11 Team orientation

The complex process of organisational transformation suggests that independently it is impossible to bring to fruition the whole process of transformation. There needs to be team work (Reichard, *et al.,* 2011:472). Hence, transformational leaders need to create teams for participative decision making and solving problems.. Therefore, it is pivotal to clarify the functions of the team members to a stage where there assurance for complete equality, and promotes confident participation without the fear of victimisation from their leaders (Reichard *et al.,* 2011:472).

2.2.5.12 Appreciation of others

Sadeghi and Pihie (2012:186), define appreciation as the attribute of transformational leadership that demonstrates appreciating and evaluating the behaviour, opinions and attitudes of their followers which requires a consultative approach when undergoing transformative change. During the change process, there needs to be a communication strategy which should be in a reciprocal manner where information flow is in a two-way between leaders and followers. Maximum benefits from the communication strategy can be realised through a two way communication process. Leaders, in conflict climates must find positive ways to communicate with the employees (Sadeghi, *et al.,* 2012:187).

2.2.5.13 Teaching

The transformational leadership factor such as to teach involves ability to steer people in the right direction during change process. It includes directing and correcting them (Shin *et al.,* 2011:189).

2.2.5.14 Recognition

According to Yukl (2011:286), this factor calls for leaders to look for justifications to praise followers. To say thank you to an employee for exceptional performance goes a long way and is costless. This provides an invaluable reward for involvement in the initiative for change. A change that is a success does not come about accidentally. It hinges around involving two stakeholders in the employee and the leader (Yukl, 2011:287).

2.3 ORGANISATIONAL COMMITMENT

Previous studies indicated that employee organisation commitment is a critical success factor towards achievement of objectives and goals of organisations (Khalili & Asmawi, 2012:49). The unstable business environment depicted by changes, revealed that employees that are committed go through change and transformation positively than employees that are not committed (Satardien, 2014:86).

2.3.1 DEFINING ORGANISATIONAL COMMITMENT

Organisational commitment depicts the length and breadth employees internalise organisational values, culture and processes for identity and for complying. The shallowest of them all and is also having connections to rewards is compliance. Predominantly, people adopt certain behaviours and attitudes in order to gain specific awards (Ruokolainen, 2011: 15). To have a sense of identification is to step further into deeper commitment (Waceke, 2013:103). Organisationally committed employees have a feeling of pride being participants in that particular organisation. Committed employees accept, respect the accomplishments and values of that organisation. The separation between the employees from the process of internalisation will however result when the employee does not adopt those values as theirs. Therefore, the process of internalisation happens when there is congruence of value (Ndungu, 2011:187).

Meyer and Parfyonova (2010:283) cited in Ghosh and Swamy (2014:9), argue that in today's world there are various matters   shaping the organisational commitment of employees and also make it interesting phenomena to pay

attention to, while also making efforts to obtain knowledge on interesting and unanswerable phenomena in the modern workforce (Adzeh, 2013:4; Chen *et al.,* 2012:76). Over and above the need to conduct processes such as mergers and downsizing, which, in all probability reduces employee organisational commitment, it is now more critical than ever for organisations to have workforces that are committed to create advantage over competitors.

According to Amankwaa and Anku-Tsede (2015:1), corporations all over the world strive for competitiveness in the quest for improving the performance of their businesses. The issue of holding on to the firms' talented employees has, thus, become critical in contemporary business operations. People must, therefore, be managed in ways which seek to elicit favourable behavioural responses targeted at creating customer satisfaction and consequent business efficacy.

Commitment to an organisation has been found to be related to a variety of organisational outcomes such as: increased employee performance and job satisfaction, reduced turnover and withdrawal cognition, lower absenteeism rate and increased organisational citizenship behaviour (Trunk Sirca, Babnik & Breznik, 2013:3671, Babnik, Breznik, Dermol & Trunk Sirca 2014:616). Allen and Meyer (1990:1, cited in Anttila, 2014:69) argue that employees who are strongly committed are those who are least likely to leave the organisation see commitment to an organisation as attached to the organisation psychologically.

According to O'Reilly and Chatman (1986, 493, cited in Antila, 2014:7), a committed employee accepts the value of the organisation because there is similarity with their own values.. The model of organisational commitment distinguished clearly the psychological attachment as a way of commitment from instrumental exchange with noted benefits. The concept of Instrumental exchange describes organisational commitment driven by rewards, while the concept of psychological attachment describes a deeper form of organisational commitment (Weibo, Kaur & Jun 2010:14, Grant, 2012:464).

Meyer and Herscovitch (2001) cited in Satardien, (2014:55), described commitment as being a generally obliging and stabilising force that provides a direction to behaviours such as aligning an individual to performance and

freedom. Organisational commitment is characterised by an employees' acceptance of organisational goals and their willingness to exert effort on behalf of the organisation (Miller and Lee, 2001 cited in Wainaina, 2014:49). Organisational commitment can be defined as the strength of an individual's identification with, and involvement in the organisation (Markus, 2012:310). Wainaina (2014:113) posits that researchers usually describe organisational commitment as an employee's psychological attachment to the organisation.

Allen and Meyer (1996:141), cited in Satrdien, (2014:33) refer to organisational commitment as the psychological link between the employee and the organisation that makes it less likely for an employee to want to leave voluntarily. Begraim (2010:93), cited in Satardien, (2014:33) describes organisational commitment as the felt obligation by the employee to remain with the organisation. A committed employee according to Waceke (2013:48), identifies with the organisation, makes personal sacrifices, performs beyond normal expectations, works selflessly and contributes to the organisation's overall effectiveness. Organisational commitment can be defined in three dimensions, namely:

- A strong desire to remain a member of the particular organisation,
- A willingness to exert high levels of efforts on behalf of the organisation;
- A belief in and acceptance of the values and goals of the organisation.

2.3.2 COMPONENTS OF ORGANISATIONAL COMMITMENT

Meyer and Allen (1991:71) developed a model consisting of three components of organisational commitment. For the study purposes, organisational commitment was investigated using this model.

Organisational commitment is one of the mostly used theories as categorised by model with three different forms (Markovits, *et al.,* 2013:88; Garcia-Gabrera & Garcia-Soto, 2012: 315). According to Nazar and Emami (2012:76), Meyer and Allen's (1991:78) the model of organisational commitment with three components is labelled dominant in the field of organisational commitment research (Farris, 2012:94). This model depicts commitment to be having three separate kinds such as normative commitment, continuance commitment and

affective commitment, and introduces all three components with differentiations amongst them. Meyer and Allen (1991:54) cited in Markus (2012:312), integrated behavioural and attitudinal approaches to employee organisational commitment with intent to formulate three distinguished dimensions of commitment. The different dimensions are continuance commitment, normative commitment as well as affective commitment (Ghosh *et al.,* 2014:109). Normative as well as affective components of employee organisational commitment reflect employees' dispositions of attitude, whereas the component of continuance reflect their orientation of behaviour (Meyer & Allen, 1991; 1997, cited in Ghosh *et al.*, 2014:110). Meyer and Allen (1991:66) state the following reflections of the three components of employee organisational commitment:

- an affection or desire to organisation or job (affective commitment),
- a need or fear of loss (continuance commitment), or
- an obligation or sense of obligation to stay (normative commitment) to retain employment in an organisation.

Figure 2.1 below depicts the Meyer and Allen's (1991:66) three-component model, illustrating the antecedent and consequences of each component of affective, continuance and normative organisational commitment.

Figure 2.1: The three-component model of organisational commitment
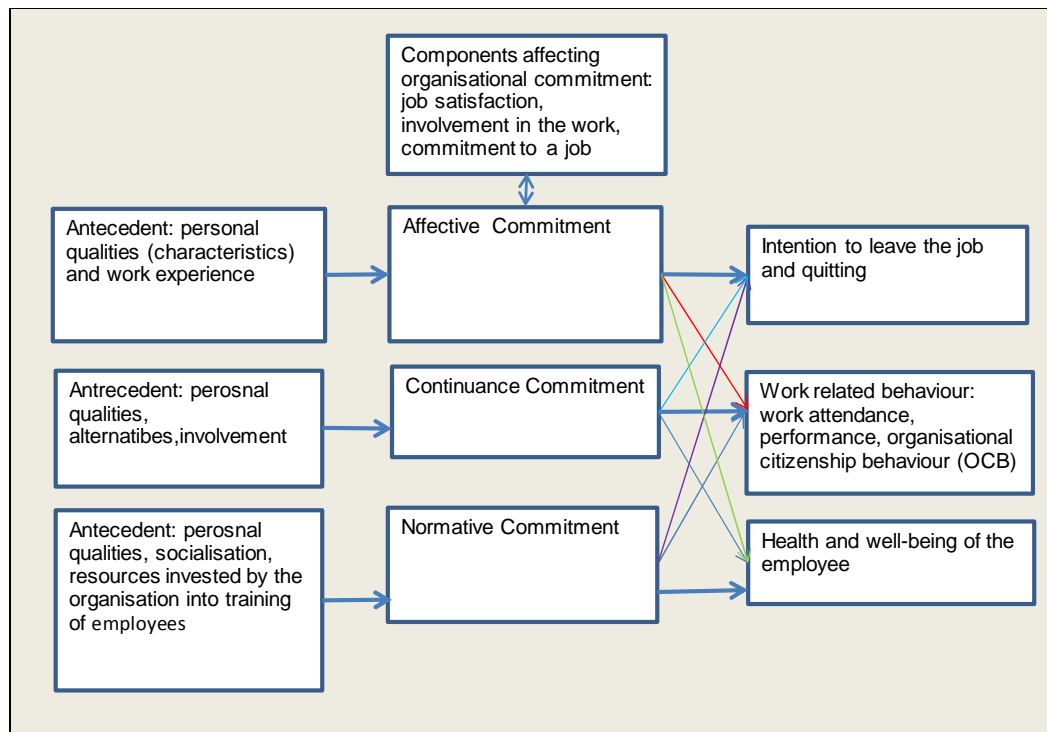
Source: Meyer and Allen, (1991: 66).

According to Meyer and Allen (1991) cited in Ghosh *et al.* (2014:9), argue that because organisational commitment have varying implication for employee behaviour, this the one main reason for distinguishing between its different forms. A negative correlation exists organisational commitment and employees leaving the organisation. These three forms of organisational commitment result in binding employees to the organisation (Ghosh *et al.*, 2014:9). Meyer, Becker & Vandenberghe (2004) cited in Satardien, (2014:66) discovered that as for affective, it entails positively strongest correlation with employee commitment, work attendance as well as job performance, the next component is normative commitment. There is an argument that a negative relationship exists between continuance commitment and employee behaviours (Meyer et al., 2004 cited in Satardien, 2014:89). Meyer and Allen (1991) cited in Riaz, Akram and Ijaz (2011:177), also suggest that continuance, affective and normative commitment developed due to various experiences or causes, and have various implications for on-the-job turnover

and on-the-job behaviour, mainly because of the conceptual distinction between the three component model of organisational commitment.

2.3.2.1 Affective commitment

According to Meyer and Allen (1997:143) cited in Rua and Araujo, (2016:59), people commit themselves to the organisation with expectations   of avoiding punishment or receiving of rewards, hence the development of the affective component of organisational commitment on this exchange principle. Emotional attachment to the organisational, as affective commitment is also known, describes organisation commitment in the most prevalent manner. Affective commitment is work-related attitudes which possess positive feelings towards the organisation. Affective commitment is when an employee remains with a particular organisation because they share its objectives and values and a have a sense of feeling loyal to the organisation. Meyer and Allen (1997:144) cited in Rua and Araujo, (2013:16) argue that affective commitment is the employee's attachment to, identification with and involvement in the organisation. This kind of commitment causes organisational members to continue working for the organisation because they want to (Meyer & Allen, 1991:142, cited in Zhu & Akhtar, 2014:2768).

Affective commitment is the emotional attachment of the employees to the organisation, identifying employees with organisation and organisational involvement. Employees stay in the organisation because they want to, when they have strong component of affective commitment, (Allen & Meyer, 1990:3, cited in Anttila, 2014:89). This component of commitment reflects on desire. Meyer and Herscovitch (2001: 316) cited in Anttila (2014:91), suggest that there are three matters to affective commitment, and any variable that increases their probability will help individuals become affectively committed. Firstly, an employee is motivated willingly, and becomes involved. The employee recognises the relevance as well as value for the organisation when performing daily activities. The course for action or organisational association shapes the identity of the employee (Meyer & Herscovitch, 2011:316, cited in Antilla, 2014: 36).

According to Farzad, Nahavandi and Caruana (2008:74) individuals with exceptional levels of affective commitment stay with the organisation due to the fact that they see their goals and values to be congruent with that of the organisation. Affective commitment describes an alignment that employees feel between their organisation and their personal value system and desires. Antilla (2014:51) argues that members who are committed on the affective stage remain with the organisation because they perceive their personal employment relationship as congruent to the goals and values of the organisation. Antilla (2014:43) states that when employees display affective commitment they are likely to improve the operational aspects of the organisation. Furthermore, such improvements include greater satisfaction and involvement, as well as increases in job performance. Meyer and Allen (1997:142) cited in Meyer and Hersovitch (2011:316) added that if behaviours of good citizenship become more apparent, turnover rates fall, and employees have more opportunities to develop leadership skills.

2.3.2.2 Continuance Commitment

Component of continuance commitment is based on the expenses that arise due to the employee exiting the organisation. Employees choose not to exit the organisation willingly because of their significant levels of the component of continuance organisational commitment. It can be said also, that it would be expensive too much if the person left the organisation. This would be the case when the individual has utilised a significant amount of resources and time to learn some aspects to be deployed in a specific organisation (Garcia-Gabrera & Garcia-Soto, 2012: 3155–3156).

2.3.2.3 Normative commitment

The component of normative organisational commitment is described as the feelings of obligation an employee not to exit or to stay with the organisation. In other words, People stay in the organisation, in other words, because they have to do so. Therefore it can be argued that that normative commitment is comes as an influence by employee's experiences both after and before getting into the organisation. This does not only entail only socialisation in the organisation but also family socialisation that occurs outside of the

organisation such as within families and the larger community or society, the manner in which an individual's normative commitment develops (Allen & Meyer, 1990: 4, cited in Anttila 2014:109; Markovits, *et al.*, 2013:91).

2.3.3 ANTECEDENTS OF ORGANISATIONAL COMMITMENT

According to Anttila (2014:13), there exist a variety of factors known to precede organisational commitment. Organisational commitment may be attributable to variables of demographics, such as employee gender, employee age, number of years in service in one organisation and education. Studies revealed that work experiences, like conflicting roles, ambiguity of roles and organisational support, have an influence on organisational commitment (Anttila, 2014:13).

The following can be regarded as a summary of antecedents of organisational commitment:

2.3.3.1 Job insecurity and Job control

There are two dimensions of job control namely; job participation and autonomy within job in the process of decision (Anttila, 2014:17). Job autonomy refers to employees deciding how the job gets executed, what are their objectives are and use their technical know-how at work (Ruokolainen 2011: 19). Employees have therefore, much liberty when coming to their own work. Sufficient evidence suggests significant levels of job control enhance organisational commitment of an employee, particularly affective organisational commitment tends to incline as soon as individuals participate in the processes of decision-making (Ruokolainen, 2011: 19).

A threat of involuntary job continuity, results in being unemployed or job loss refers to job insecurity (De Witte 1999:156, cited in Anttila, 2014:18). Ruokolainen (2011:83) found that variables leading to individuals' weak organisational commitment are the perceptions of job insecurity.

2.3.3.2 Advancement of career

Employees are, overall, if satisfied with the manner in which their personal needs are met for continued development, more committed to the

organisation. On the contrary to previous prediction of career-stage model, career advancement has an effect on both willingness as well as commitment to change employment for individuals of all ages (Anttila, 2014:17). If organisations assist employees on overall career management, employees tends become more committed to these organisations. The reason for this is because career management assists employees to understand the values of the company and align to them (Enache, Sallan, Simo & Fernandez, 2013:893).

2.3.3.3 Age

Evidence points out that the aging employees are, usually more organisationally committed. (Ruokolainen, 2011: 23). Firstly, age impacts expectations and therefore, determines how committed they will be (Ruokolainen, 2011: 23). When comparing younger employees with the older employees, assuming that there is development of skills, the younger employees are inclined to remain with one company. Organisational commitment is significantly dependent on good balance between life and work with younger employees compared to older employees. Aged employees are not likely to change organisations when there is job security (Ruokolainen, 2011:23). Secondly, the correlation of the stage of employee's career with age, determines their organisational commitment (Finegold, Mohrman & Spreitzer, 2002: 657 cited in Anttila, 2014:19). Employees, who have been working for a long time and are on their late or middle stages, will more commonly have jobs that include broad organisational responsibilities and roles as well as guidance and consulting (Van der Berg & Martins, 2013:9). These responsibilities and roles in the organisation lead them to be highly committed to that specific organisation

2.3.3.4 Culture

One of the important factors influencing employee organisational commitment is the issue of culture. Meyer, Stanley, Jackson, McInnis, Maltin & Sheppard, (2012:225) argue that the interest in difference is culture regarding employee organisational commitment has risen now of late due to high levels of diversity in culture in the workplace and globalisation, which eventually brings about

new challenges in the human capital departments in organisations. Cultural diversity has effects of creating differences of perceptions of the workplace in employees that come from varying cultural backgrounds. It is therefore, critical not to see employees as identical group when executing plans aimed at enhancing levels of employees' commitment to the organisation. Williamson et al. (2009, 37), cited in Anttila, (2014:77), discovered that the level of employee's collectivism influences the manner in which their organisational commitment is influenced by inherent or external recompenses. It can be argued therefore, that if the system of reward is developed and utilised appropriately considering culture, it can be utilised to influence existing employee's organisational commitment. Meyer, *et al.* (2012: 226) distinguishes two dimensions of culture such as collectivism versus individualism and power distance. Individualism refers to personal identity which is based on qualities of a person while collectivism in culture is has its foundations on membership in a group.. Power distance is defined by the manner in which a person receives the unequal distribution of power between employees and managers.

2.3.4 BENEFITS OF ORGANISATIONAL COMMITMENT

Organisational commitment is an important issue in today's highly competitive business environment. Business firms increasingly rely on their human capital (knowledge workforce) to give them a sustainable competitive edge by being able to respond, adapt or change to keep pace with rapid technological advancements, education advancements, workforce diversity, organisational restructuring and the new ways of doing business (Jena, 2015:61).

According to Maxwell and Steele (2003) cited in Satardien (2014:54) there are consequences of understanding the antecedents of organisational commitment and consciously managing it to secure employee commitment as reflected in improved organisational performance. For an organisation to function properly, it relies on employees to behave in such a manner that they exceed their role prescriptions (Maxwell & Steele, 2003, cited in Satardien 2014:58). Sutherland and Jordaan (2004:231) cited in Satardien, (2014:58), consider behavioural intentions and actual behaviours as being consequences of organisational commitment. Many different consequences of commitment have

been researched, some of which are explored below. The following are the benefits of organisational commitment:

2.3.4.1 Organisational Citizenship Behaviour

The concept of transformational leadership is empirically attributed to citizenship behaviour in an organisation (Tarigan & Ariani, 2015:38). Transformational leaders are expected to adopt follower dedication to organisational goals, appeal to followers' higher order needs, and increase follower self-expectations and self-confidence. Adekola, 2012:33 argues that followers will do more than they are expected as a result of the behaviours of transformational leaders. Followers will execute tasks far beyond and above their normal duties (Bass, 1985:54, cited in Satardien, 2014:115), followers accept responsibilities that are greater, exceeding performance expectations, and take on role of leadership upon them (Bass & Avolio, 1994:87, cited in Satardien, 2014:115). Studies by Akinyem (2014:76) revealed that individualised consideration as a high antecedent of altruist and change-oriented organisational citizenship behaviours. Organisational commitment and organisational citizenship are regarded as distinct constructs where studies propose that the distinction between the two concepts are not yet agreed upon, a consensus was arrived at that the indicators of behaviours are different from one another (Joubert *et al.*, 2004, cited in Stardien, 2014:120).

Gautam, van Dick, Wagner, Narottam and Davis (2004) cited in Khanam (2015:68), found out that there are possible correlations between two sub-components of organisational citizenship behaviour constructs namely, altruism and compliance and the three subcomponents on organisational commitment namely, continuance , normative and affective commitment. It was discovered through studies by findings that continuance commitment revealed an adverse link to compliance, and normative and affective commitment displayed a significant relationship to altruism than compliance (Gautam *et al.*, 2004:44). There were similar findings revealed in study by Gellatly, Meyer and Luchak (2006:83) cited in Saliu, Gbadeyan, Olujide (2015:49), in which case they discovered continuance commitment to be adversely linked to organisational commitment.

2.3.4.2 Job Satisfaction

The concept of job satisfaction is described by Keskes (2013:26) as a positive or pleasure arising from the state of emotions emanating from the appraisal of an employee's job experience. Transformational leadership is positively linked with follower job satisfaction. Previous studies revealed that the concept of job satisfaction is significant among employees whose leaders emphasise consideration of individuals, support, and concern for their followers (Rafferty & Griffin, 2006, cited in Keskes, 2013:27).

Kim, Leong and Lee (2005:93, cited in Zhou, Plaisent, Zheng and Bernard 2014:225) found that employees indicated lower levels of job satisfaction, although they were highly committed to their organisations. According to Popoola (2005:88) cited in Sohail, Safdar, Saleem, Ansar and Azeem (2014:168), the relationship between higher affective commitment and job satisfaction may impact on the employee's intention to leave the organisation. Rauf, Muhammad, Mohamad and Ul-Islam (2013:144) highlighted that affective and normative commitment reflected a greater relationship with job satisfaction, whilst continuance commitment showed no significant effect on job satisfaction.

2.3.4.3 Organisational Effectiveness

According to Bono and Judge (2003:61), a strong link exists between job performance and transformational leadership. Walumbwa, Avolio and Zhu (2008:29), cited in Keskes, (2013:19) discovered that a frequent demonstration of transformational leadership practices yielded satisfying results of job performance when rated by supervisors. The theory of transformational leadership postulates that transformational leadership is not associated with the performance of the individual follower only, but also associated with the performance of groups and the overall organisation. Akinyemi (2014:14) suggests that transformational leadership is more effective at increasing group performance than at increasing individual performance and also, that unsatisfactory levels of employee organisational commitment in any workplace are associated to ineffectiveness and inefficiencies of leaders in the organisation. This is supported by Zhou *et al.* (2014:227) who established

through empirical findings that there are various results that were discovered about the correlation between organisational commitment and effectiveness of leadership.

2.3.4.4 Turnover Intentions

Tarigan & Ariani (2015:28) posit that a link for causality appears to exist between intention to leave the organisation and organisational commitment. According to Maharaj, Ortlepp and Stacey (2002) cited in Adekola (2012:315), there were results proving that there is an adverse relationship between with turnover intentions and organisational commitment within employees who developed skills that are marketable skills, employees that have increased demands from work and skills development. The study revealed that where development in career takes place, the turnover intentions decreases drastically.According to Continuance commitment tends to be higher that affective commitment when deciding whether or not to stay within an organisation (Khanam, 2015:370). .

2.4 LINKING TRANSFORMATIONAL LEADERSHIP AND ORGANISATIONAL COMMITMENT

According to Mowday, Porter and Steers (1982:27), cited in Yunus and Ibrahim, (2015:133), one of the critical personal and organisational factor that is considered a key determinant of organisational commitment is leadership. In particular, there is considerable research now available suggesting that transformational leadership is positively associated with organisational commitment in a variety of organisational settings and cultures. There are suggestions that transformational leaders are able to influence followers' organisational commitment by promoting higher levels of intrinsic value associated with goal accomplishment, emphasizing the linkages between follower effort and goal achievement, and by creating a higher level of personal commitment on the part of the leader and followers to a common vision, mission, and organisational goals (Colquitt, Le Pine, Piccolo, Zapata & Rich, 2012:13). Transformational leaders influence followers' organisational commitment by encouraging followers to think critically by using novel

approaches, involving followers in decision-making processes, inspiring loyalty, while recognizing and appreciating the different needs of each follower to develop their personal potential. By encouraging followers to seek new ways to approach problems and challenges, and identifying with followers' needs, transformational leaders are able to motivate their followers to get more involved in their work, resulting in higher levels of organisational commitment (Abrell, Rowold, Weibler & Moenninghoff, 2011:208). Transformational leaders also use intellectual stimulation to challenge their followers' thoughts and imagination, creativity, and recognition of their values, beliefs, and mind-set. This involves leaders getting their followers to re-examine traditional ways of doing things, while encouraging them to try novel and creative approaches to solving problems and performing work. Such leaders focus on coaching and mentoring followers to prepare them to assume more responsibility, and ultimately to develop followers into leaders (Bass & Avolio, 1994 cited in Moynihan, Pandey & Wright, 2011:4).

Transformational leadership gives rise to a purposeful, committed, and innovative approach to management and outcomes. More specifically, transformational leadership is expected to shape employee behaviour through three psychological processes (Moynihan *et al.*, 2011:6; Soss, Fording & Schram, 2011:203). First, transformational leaders direct and inspire employees' effort by raising their awareness of the importance of organisational values and outcomes. Mehrabi, Javadi, AliAbadi, Tanhaei and Samangoei, (2012:141) argue that the transformational leadership process requires leaders to create a sense of vision, mission, and purpose among employees, provide confidence and direction about the future of the organisation. The appeal to broader goals activates the higher-order needs of employees, encouraging them to transcend their own self-interest for the sake of the organisation and its clientele. Second, transformational leaders inspire employees as a source of idealized influence, functioning as a role model, and building employee confidence and pride in the organisation. Third, transformational leaders help followers achieve the mission by intellectually stimulating them to challenge old assumptions about organisational problems and practices. Transformational leadership is centred on the assumption that

leaders can change followers' beliefs, assumptions, and behaviour by appealing to the importance of collective or organisational outcomes (Rua & Araujo, 2013:59).

2.5 SUMMARY

Leadership is one of the most important aspects of management because leadership is a major factor which contributes immensely to the general wellbeing of organisations and nations.

From the previous discussions, it was discovered that the conceptualisation of transformational leadership is based on comprising four dimensions such as idealised influence, inspirational motivation, intellectual stimulation and individual consideration.

Leadership increases employee organisational commitment, capacity, and engagement in attaining goals. Managing organisation is not by shuffling numbers or rearranging organisational charts. The most important asset to be managed is people who are employees of the organisation. As the individuals in charge, leaders not only manage organisational matters but also deal with the subordinates face to face; therefore, leadership is very important as it is the ability to inspire people to work together as a team to achieve common objectives.

The next chapter discusses the research methodology of the study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The previous chapter gathered and reviewed literature about transformational leadership and employee organisational commitment. This chapter discusses the methodology of the study which includes methodological approach, population and sample, data collection methods, measuring instruments and data analysis. The chapter further discusses issues of ethical considerations, pilot study, validity, reliability and conclusion.

3.2 METHODOLOGY

Methodology refers to the coherent group of methods that complement one another and that have the goodness of fit to deliver data and findings that reflect the research question and suit the research purpose (Henning, van Rensburg & Smith, 2013:36).

Quantitative research methods are designed specifically to maximize the objectivity of the study, its replicability, and the generalisation of the research findings. Typically the research findings are interested in prediction in a quantitative research. Of utmost importance to this research approach is the fact that there is an expectation that the researcher ignores his personal experiences, perceptions, and biases to ensure that there is objectivity in the conduct of the study and the conclusions that are drawn from the empirical findings of the study (Henning *et al.*, 2013:36). The critical features of a quantitative study is the utilisation of research instruments such as tests or surveys to collect data, and reliance on probability theory to test statistical hypotheses that correspond to research questions of interest. Quantitative research methods are frequently described as naturally deductive because the inferences from tests of statistical hypotheses lead to general inferences about characteristics of a population. Quantitative methods are also frequently characterised with the assumption that there is an absolute truth that exists, free from human perception (Henning *et al.*, 2013:39).

3.2.1 METHODOLOGICAL APPROACH

The broad approaches are positivism and phenomenological approaches. The two give birth to quantitative and qualitative methodology respectively.

Positivism is defined as the broad approach of the natural sciences, advocating the application of natural sciences methods to study certain phenomena. Positivists believe that valid knowledge can only be gained from objective, observable or empirical evidence. Positivists must, therefore, find evidence to either support or reject a hypothesis (Du Plooy-Cilliers, Davis & Bezuidenhout, 2014:24). Olsen (2012:3) states that in social behavioural research, the positivist approach has limitations to the observations of a person, objective measurement and the independence of individual preferences and personal opinions. The positivist methodological approach is also referred to as the quantitative approach.

The concept of phenomenology positions the way in which individuals make sense of the world around them. Phenomenologists maintain that human action is meaningful and that people, therefore, ascribe meaning both to their own and other people's actions. The task of the researcher is to interpret and gain an understanding of human actions and then describe them from the point of view of the person or group being studied (Du Plooy-Cillers, *et al.,* 2014:28).

Table 3.1 Summary of the dominant research approaches

	Positivism	Phenomenology/ Interpretivism
Reason for research	To discover causal relationships in order to predict and control events.	To understand and describe meaningful social action and experiences.
Ontology	Reality is external and objective and the laws that govern it can be discovered.	Reality is fluid and subjective and is created by human interaction.
Epistemology	The only valid knowledge is knowledge produced *via* empirical observation.	Something is seen as knowledge when it feels right to those being studied. Common sense

		is an important source of knowledge.
Metatheory	By establishing causal relationships that can predict effects and therefore take action to manipulate or control phenomena.	Theory should tell a story in order to create an in-depth understanding of other people's realities.
Methodology	Reliability is important. Objective, quantitative research is used	Subjective, qualitative methods are used.
Axiology	Objective research, truth and reason are valued.	Uniqueness is valued.

Adapted: Du Plooy-Cilliers, *et al. (*2014:34-35).

The choice of this study is the positivist approach. The phenomenologist approach in this case is irrelevant.

According to De Vos, Strydom, Fouche and Delport (2012:63) there are at present two well-known and recognised approaches to research such as qualitative and quantitative paradigms, which differ incisively from each other. Qualitative approach in its broadest sense refers to research that elicits participant's accounts of meaning, experience or perceptions and produces descriptive data in the participant's own written or spoken words (De Vos *et al.,* 2012:65). Quantitative approach may be defined as an inquiry into a social or human problem, based on testing a theory of variables, measured with number and analysed with statistical procedures in order to determine whether the predictive generalisations of the theory hold true (De Vos *et al.*, 2012:65). For the purpose of this study, the quantitative approach was suitable because this approach presents numerical or statistical data, predicts and controls future outcomes, explains the significance of quantities, degrees and relationships of quantities, or generalises from a sample of people to a larger population (Du Plooy-Cilliers *et al.*, 2014:14). The unit of analysis of the study is 120 respondents at Camden Power Station, an organisation.

3.2.2 POPULATION AND SAMPLE

A population consists of all units, or the universe, people or things possessing the attributes or characteristics in which the study is interested (Keyton, 2011:121). Wild and Diggines (2013:186) define a population as the total group of people or entities from whom information is required.

The target population is everything and everyone that falls within the population parameters (Du Plooy-Cilliers *et al.*, 2014:133). These were all employees within Eskom who are in leadership positions and subordinates of the leaders. The accessible population refers to the section of the population that can actually be included in the study (Du Plooy-Cilliers,*et al.*, 2014:133). A total of 437 employees was the accessible population for this study. The accessible population is made of senior managers that are regarded as leaders, line managers and employees that are subordinates of the leaders at Camden Power Station.

Sampling simply means reducing the number of the accessible population to a more manageable number. A sample is a subset of a population that is considered to be representative of the population (Bradley, 2013:146).A sampling frame is a list of all the people or objects that are in a particular population (Neuman, 2011:186). The sampling frame was obtained from the employee reports at Camden Power Station that lists all the employees. There are two methods of sampling; probability and non-probability sampling. Probability sampling refers to whether or not each unit in the population has an equal opportunity to be a part of the sample. According to Du Plooy-Cilliers *et al.* (2014:136), this method is preferred and, therefore, often used in quantitative studies because it removes human bias from sampling process by using methods that are random and systematic and the results are generalisable. The sampling method that was used was simple random sampling which is the most basic type of sampling methods, used when each element of the population has the same and equal chance of being selected to be part of the sample, produces defensible estimates of the population and sampling error and uses simple sample design and Interpretation. A complete list of the population exists within the Human Resources Department at

Camden Power Station. Names were put inside a container and randomly drawn.

Non-probability sampling is used when it is nearly impossible to determine who the entire population is or when it is difficult to gain access to the entire population. Findings from non-probability sampling are often not used to generalise results to the larger population (Du Plooy-Cilliers *et al.*, 2014:137). This type of sampling is irrelevant to this study.

In determining the sample and the sample size, a systematic scientific procedure was followed. According to Cochran (1977:261), cited in Hashim, (2010:4), there are two key factors used in the formula to determine the sample and the sample size. These factors are the alpha level which is regarded as the level of acceptable risk the study is willing to accommodate that the true error margin exceeds the acceptable margin of error, as well as the risk the researcher is willing to accept in the study, commonly called the margin of error, or the error the researcher is willing to accept.

The alpha level that is used in determining sample size in most management research studies is either .05 or .01 (Hashim, 2010:6). When a study uses the Cochran's formula, the alpha level is engrafted into the formula by utilising the t-value for the alpha level selected for example; t-value for alpha level of .05 is 1.96 for sample sizes above 120. In general, an alpha level of .05 is acceptable for most research. For samples less than 60, the t-value is 2.0.

Krejcie and Morgan (1970:66) posit that the rule generally associated with acceptable margins of error in management research is that for categorical data, 5% margin of error is acceptable, and, for continuous data, 3% margin of error is acceptable.

The size of the sample for leaders consisting of 20 group managers was calculated as follows:

Where t = value for selected alpha level in each tail , where the alpha level of .05 indicates the level of risk the researcher is willing to take that true margin of error may exceed the acceptable margin of error,t_ for samples less than 60 = (2.0)

Where s = estimate of standard deviation in the population

Where d = acceptable margin of error for mean being estimate (number of points on primary scale * acceptable margin of error

$$no = \frac{(t)^2 x\ (s)^2}{(d)^2}$$

$$= \frac{(2)^2 (1.167)^2}{(0,05)^2}$$

$$= \frac{4 * 2,79}{0,25}$$

$$= 44,64$$

$$n = \frac{no}{(1 + no/population)}$$

$$= \frac{44.64}{\left(1 + \frac{44.64}{20}\right)}$$

$$= 13$$

A sample size of 13 for leaders was selected and they were asked to respond to questionnaire on transformational leadership factors and practices.

The size of the sample selected from 437 employees to answer questions on organisational commitment was determined as follows:

$$no = \frac{(t)^2 x (s)^2}{(d)^2}$$

$$= \frac{(1.96)^2 \text{x} \ (1.167)^2}{(0,05)^2}$$

$$= 118$$

$$n = \frac{no}{\left(1 + \frac{no}{\text{population}}\right)}$$

$$= \frac{118}{\left(1 + \frac{118}{437}\right)}$$

$$= \frac{118}{1 + 0,27}$$

$$= 92$$

For the purposes of the study, the sample is 105, consisting of 13 leaders and 92 employees who are also subordinates. As argued by Cochran (1977:261), cited in Hashim, (2010:4), the study used two key factors in the formula to determine the sample and the sample size. These factors were the alpha level which is the level of acceptable risk the study was willing to accommodate that the true error margin exceeds the acceptable margin of error which is .05 or .01, as well as the risk the researcher is willing to accept in the study, which is the margin of error at 5%, commonly called the margin of error, or the error the researcher is willing to accept. The managers who are leaders were asked questions on transformational leadership practices, while employees responded to questionnaire on organisational commitment.

3.3.3 DATA COLLECTION

The research design for the study is a cross-sectional survey design, which is used to create an overall picture of a phenomenon at one point in time (Maree, 2007 cited in Du Plooy-Cilliers *et al.*, 2014:149). Data from respondents is only collected once, there are no repeats.

The survey is a means to inspect or investigate something carefully, or a data collection tool that consists of a series of questions designed to gather

information about a relatively large group of people; also often used to gather demographic information as well as data about people's attitudes, opinions, impressions, levels of satisfaction and so on. This research tool is used to provide quantitative or numeric description of the trends, attitudes by asking questions and then generalising the results to the population from which the sample of respondents were selected (Du Plooy-Cilliers *et al.,* 2014:149).

The study used an e-mail survey strategy by sending questionnaires to individuals in the sample which they filled in at their own time and returned by a given date. The advantage is that the survey is relatively inexpensive, needs few human resources. A disadvantage is that there is no opportunity to clarify questions and that the response rate may be lower because people do not like filling questionnaires (Zohrabi, 2013:254). Non-respondents were followed up by means of telephone and were encouraged to participate by responding to the questionnaire. Surveys by email offers access easily to participants and larger number of respondents are accessible in a shorter time.

3.3.4 MEASURING INSTRUMENTS

Questionnaires use closed ended questions, checklists and rating scales (Du Plooy-Cilliers, *et al.*, 2014:152). The questionnaire consisted of 21 closed-ended questions to collect data on transformational leadership practices. They were distributed to leaders to rate themselves. These were distributed to 13 group managers at Camden Power Station who are regarded as leaders of the station.

The second set of questionnaires was to collect data on organisational commitment. The questionnaires were divided into three sections made of 6 questions relating to Affective Commitment, 6 questions relating to Continuance Commitment and 6 questions relating to Normative Commitment. The questionnaires comprised of 18 closed-ended questions in total.

The questionnaires were distributed to hundred and five (105) respondents to collect data in total. These questionnaires were distributed via email. The questionnaires contained questions targeted at investigating leadership practices and the levels of organisational commitment on the side of employees.

3.3.4.1 QUESTIONNAIRE DESIGN

For this study, the questionnaires permitted the participants to respond in the most accurate and simple way. It consisted of pre-set questions on both transformational leadership practices and employee's organisational commitment. Participants found it faster and easier to respond to questions in this fashion. The questionnaire was in English and was also scrutinised for correctness (Olsen, 2012:119).

Olsen (2012:119) posits that questionnaires produce desired results because it is planned for them to be successful. When a researcher develops a questionnaire, they must have specific outcomes they have in theory in their mind and must be reflective of certain concepts utilised in the questionnaire (Olsen, 2012:119). The pilot study ensured consistency in the interpretation of the questions to minimise errors from respondents whose language is not English.

3.3.5 DATA ANALYSIS

Statistical analysis allows the study to produce proof when correctly applied as it produces a set of statistics that can be used to convince others and enable them to adopt the research's new findings. Statistical analysis techniques remove the guesswork from the interpretation of data as objective and defendable conclusions can be drawn from the results of the analysis (Du Plooy-Cillers *et al.*, 2014:206).

According to Du Plooy-Cilliers *et al*. (2014:206), statistics consists of a set of mathematical techniques to analyse a set of data which encompasses the following:

- Gathering data which includes formulating questionnaires, encoding the data and recording data
- Analysing data which includes finding basic characteristics of the data set, exposing patterns within the data and identifying relationships between the gathered data and external parameters
- Interpreting the data which includes attributing patterns within the data to the external parameters

- Formatting and presenting the data, including data summaries and graphical representations, and
- Projections derived from the data, including forecasts, predictions and systems modelling.

These data was afterwards analysed for interpretation to inform the findings, recommendations for corrective actions and for future research. The study used the Statistical Package for the Social Sciences (SPSS) version 21 to analyse the coded responses from the structured questionnaires. The raw data produced from the questionnaires were processed to exact a meaning. This, therefore, equipped the researcher to generalise and make inferences. The analyses were done through descriptive and inferential statistics.

3.4 ETHICAL CONSIDERATIONS

Ethics are a matter of integrity on a personal level, but the implications reach much further than the individual, it is a commitment to act in a trustworthy and respectful way, even in the face of adversity. Participants in a study want to trust and feel safe with the researcher, without a feeling of being misled or exploited (Du Plooy-Cilliers *et al*., 2014:263). The following are important ethical issues that affect the participants in the study:

3.4.1 INFORMED CONSENT

Participants need to know that they are taking part in a research study, they should be formally informed about it and should give their consent, after understanding what is required of them during their participation. They should know whether and how their identities are protected and how results are used (Du Plooy-Cilliers *et al.,* 2014:264). The consent of the participants was required in writing and signing a consent form, detailing the purpose of the study and how the results were going to be used.

3.4.2 COLLECTING DATA FROM PARTICIPANTS

There is a need to prioritise their physical and psychological comfort. This was achieved by informing participants on how their identities and sensitive personal information will be protected.

3.4.3 DEALING WITH SENSITIVE INFORMATION

This research investigated the relationship between leadership practices and employee attitudes such as organisational commitment. This is sensitive information; and as matter of principle, the researcher did not allow personal feelings to interfere. It was not revealed who disclosed sensitive information.

3.5 PILOT STUDY

Quantitative studies generally use this technique to increase the validity and reliability of a study. A pilot study is sometimes referred to as a feasibility study. The pilot study is seen as mini-version of the actual research, used to pre-test the measuring instrument; hence, they are frequently referred to as pre-tests. The procedure in a pilot study is to test a small segment of the actual population from which the sample is drawn however, these respondents do not form the actual sample (Du Plooy-Cilliers *et al.*, 2014:257). The pilot study acts as a pre-warning system because possible errors or difficulties with the measuring instrument may emerge. The pilot study also helps to ensure that there is common understanding of the terms used in the measuring instrument (Du Plooy, 2002: 93 cited in Du Plooy-Cilliers *et al.*, 2014:257).

The study used 10 respondents from the population to perform a pilot study. They were randomly selected from the list of employees submitted by the Human Resource Department. The respondents were not from the actual sample.

3.6 PERMISSION TO CONDUCT RESEARCH

The researcher requested permission to undertake a study within Eskom. Permission was granted by the Chief Learning Officer of the organisation, permitting the researcher to conduct the study (Annexure E).

The study was also ethically cleared by the University of KwaZulu-Natal. The researcher also requested for informed consent letter approved by participants. Participants were also advised that they could withdraw from participating in the study if need be.

3.7. VALIDITY

Validity is all about determining whether the research measured what it was supposed to measure, it is the extent to which the instrument that was selected actually reflected the reality of the constructs that were being measured (Du Plooy-Cilliers *et al.*, 2014:256). Validity is regarded as the extent up to where a specific measurement provides data that relates to commonly accepted meanings of a particular concept. The study established the influence of leadership practices on employee attitudes such as organisational commitment. This was a relationship measurement between the two variables. Theoretical expectations from literature review were used to validate how transformational leadership relates to employee attitudes such as organisational commitment.

Tavakol and Dennick (2011:453) argue that questionnaires are used in order to enhance the accuracy of assessments and evaluations, where the validity and reliability of data are two fundamental elements in the evaluation of a measurement instrument. Instruments can be conventional knowledge, skill or attitude tests, clinical simulations or survey questionnaires. Instruments can measure concepts, psychomotor skills or affective values. Validity is concerned with the extent to which an instrument measures what it is intended to measure. It should be noted that the reliability of an instrument is closely associated with its validity. An instrument cannot be valid unless it is reliable. However, the reliability of an instrument does not depend on its validity. It is possible to objectively measure the reliability of an instrument and in this study, the Cronbach's Alpha, which is the most widely used, was also used to measure and ensure reliability (Tavakol & Dennick, 2011:452).

3.8 RELIABILITY

Reliability is linked to the findings of research. To assess the reliability of research or instrument, the researcher needs to ask whether the same results would be produced if the research were to be repeated by a different researcher at a different time using the same method or instrument (Du Plooy-

Cilliers *et a*l., 2014:254). Reliability is concerned with the ability of an instrument to measure consistently (Tavakol & Dennick, 2011:454).

Reliability occurs when someone else is able to retest the data of the study and obtain the same results. Reliability relates to the fact that different research participants being tested by the same instrument at different times should respond identically to the test. There is a possibility that some errors could affect the data collection and eventually the reliability of the data. An error could be the misinterpretation of a question in the questionnaire or even interpreting the same question differently (Du-Plooy-Cilliers *et al.*, 2014:254).

3.9 DESCRIPTIVE STATISTICS

Statistics is a set of procedures for gathering, measuring, classifying, computing, describing, synthesising, analysing, and interpreting systematically acquired quantitative data. Statistics has major two components: Descriptive Statistics and Inferential Statistics. Descriptive Statistics uses numerical and graphic procedures to summarise a collection of data in a clear and understandable way. Descriptive statistics help us to simplify large amounts of data in a sensible way. Each descriptive statistic reduces lots of data into a simpler summary. There are two basic methods: numerical and graphical. Using the numerical approach one might compute statistics such as the mean and standard deviation. These statistics convey information about the average. The plots contain detailed information about the distribution.

3.10. CORRELATION

According to Brandimarte (2011:366), correlation determines the relationship significance between two continuous groups of variables. Correlation analyses the correlation coefficient and presents a hypothesis test to evaluate whether the correlation coefficient is significantly different from zero (Brandimarte, 2011:366). Pearson's Correlations were used, values-significance levels were gauged for data (0, 01) – two tailed tests were used to indicate direction of relationship and strength of relativity.

3.11 FREQUENCIES

Frequencies count across all variables of the questionnaire was done to investigate the relationships between variables such as gender, age of business, educational qualification and length of experience in respect to the perceptions of understanding and application levels of situational leadership in small business management (Bamata, 2013:88).

3.12 CROSS TABULATION

According to Hanagal (2009:57), cited in Bamata (2013:88), after examining the distribution of each of the variables, the researcher's next task is to analyse the relationships among the variables. The tools to be used include correlation and regression, or derivatives such as the analysis of variance, t-test, and contingency table also called cross tabulation analysis. Burns and Bush (2012:399) defines a cross tabulation is a combined case frequency distribution based on two or more variables grouped categorically. Cross tabulation is one of the more common analytic methods used in social sciences. In the present study, the combined frequency distribution has been analysed with the chi-square statistic test (Israel, 2008:19, cited in Bamata, 2013:89).

3.9 CHAPTER SUMMARY

Since transformational leadership is a relationship between leaders and followers, the commitment of employees is dependent on the perceived abilities of the leaders based on a set of leader behaviours as exhibiting idealised influence, motivational inspiration, intellectual stimulation, and individual consideration. Employee commitment is a vital requirement for organisations to meet their objectives. The study seeks to establish the causal relationship between transformational leadership and employees' organisational commitment.

The next chapter presents and discusses the findings of the empirical study in detail.

CHAPTER 4

PRESENTATION AND DISCUSSION OF FINDINGS

4.1 INTRODUCTION

The previous chapter discussed the research methodology of this study. The current chapter provides a detailed overview of the analysis and procedures that were performed on the data and the results thereof. The first section provides graphical and descriptive statistics related to the primary data. SPSS (Version 21) was used to calculate graphs and frequency tables and an overview of the respondents' perceptions on transformational leadership factors, and the second section shows results of the respondents' results on their organisational commitment.

In this study, to summarise and describe observations, descriptive statistics have been used for these purposes. The study used tables, figures and graphs to enable the researcher to formulate impressions about the distribution of the data collected. The descriptive statistics also indicated the number of times a particular response appears on the completed questionnaires and provided the percentages that show the number of responses to a certain question in relation to the total number of responses.

To assess the integrity of the primary data, the study used validity and reliability testing (McDaniel & Gates, 2010:251). For the questions that had the same scales, Cronbach's Alpha has been calculated. To deduce a good internal consistency and reliability amongst the questions, a value of at least 0.7 is considered (McDaniel & Gates, 2010:251).

The questionnaires used to collect the data were divided into two sections. Section one sought to determine demographical information of the respondents, such as gender, educational qualification, number of direct reports and number of years the respondent has been working in the organisation. This information was asked in order to provide variables that would give the required research results.

Section two on both the questionnaires asked questions that relate to transformational leadership, and employees' organisational commitment.

4.2 RESEARCH QUESTION

There is increasing debate on whether the kind of transformational leadership practices at Camden Power Station are employee commitment centred or not. This study, therefore, seeks to investigate transformational leadership practices at Camden Power Station and the influence they have on employee commitment.

4.3 RESEARCH OBJECTIVES

The aim of the study is to investigate the transformational leadership practices and the influence on employee attitude such as organisational commitment at Camden Power Station.

The primary objective of the study is to investigate transformational leadership practices at Camden Power Station and the influence on employee's organisational commitment. Secondarily the study aims to:

- establish current transformational leadership practices at Camden Power Station
- investigate the relationship between current leadership practices and employee organisational commitment
- identify other transformational leadership factors or qualities that affect employee commitment;
- provide recommendations towards the implementation of leadership practices with the intention to enhance employee organisational commitment at Camden Power Station

4.4 ITEMS MEASURED

The following section discusses the constructs measured in the study. The study is about transformational leadership practices that influence employee organisational commitment at Camden Power Station. Two instruments such

as transformational leadership factors and organisational commitment were used.

4.4.1 TRANSFORMATION LEADERSHIP FACTORS

The Multifactor Leadership Questionnaire (MLQ) measures the leadership on seven factors related to transformational leadership. The score for each factor is determined by summing three specified items on the questionnaire. The questionnaire was emailed to a scientifically calculated sample of 13 managers who are the leaders at Camden Power Station. The questionnaire is a self-scoring questionnaire. Responses to each of the 21 items are rated using a 5-point Likert scale with anchors labelled not at all (0), once in a while (1), sometime (2), fairly often (3)and frequently if not always (4).

4.4.2 ORGANISATIONAL COMMITMENT

Meyer & Allen (1984:376) initially proposed making distinctions between two types of commitment: affective commitment and continuance commitment. Affective commitment denoted a sense of belonging and emotional attachment to the organisation, whereas, continuance commitment emphasized the perceived costs of leaving the organisation. Allen & Meyer (1996:11) subsequently introduced a third component of commitment, normative commitment, which reflected the perceived obligation to remain with the organisation. The later version by Meyer, Allen, & Smith (1993:541) and Meyer & Allen (1997:54) only contained 18 items, which contains 6 items for each scale on the Organisational Commitment Questionnaire (OCQ).

The following section presents the statement of result. It starts with the presentation of biographical information results.

4.5 STATEMENT OF RESULTS

The following section presents the results from the questionnaires. The section starts with transformational leadership factors followed by organisational commitment results.

4.5.2 TRANSFORMATIONAL LEADERSHIP RESULTS

The following section presents the results of the empirical research. The section starts with the presentation of the biographical information, followed by the results from the questionnaire relating to transformational leadership factors.

4.5.2.1 Biographical information

- **Position**

A total of 13 managers completed the questionnaire. More than half of them were working as managers (54%).

The study revealed that 62% of managers and 38% of middle managers are in leadership positions. The study also revealed that there is no correlation between the position of managers and the practices of transformational leadership (p>0.05).

Results from the study revealed that the leadership at Camden Power Station comprised of managers at different levels who are also called group managers. These managers head different departments at the power station. Therefore, their level of occupation demanded them to possess transformational leadership qualities to lead their subordinates.

- **Years of service**

It was found that more than three-quarters of the leaders at Camden Power Station had 10 years or longer service experience as depicted in Fig. 4.2 below.
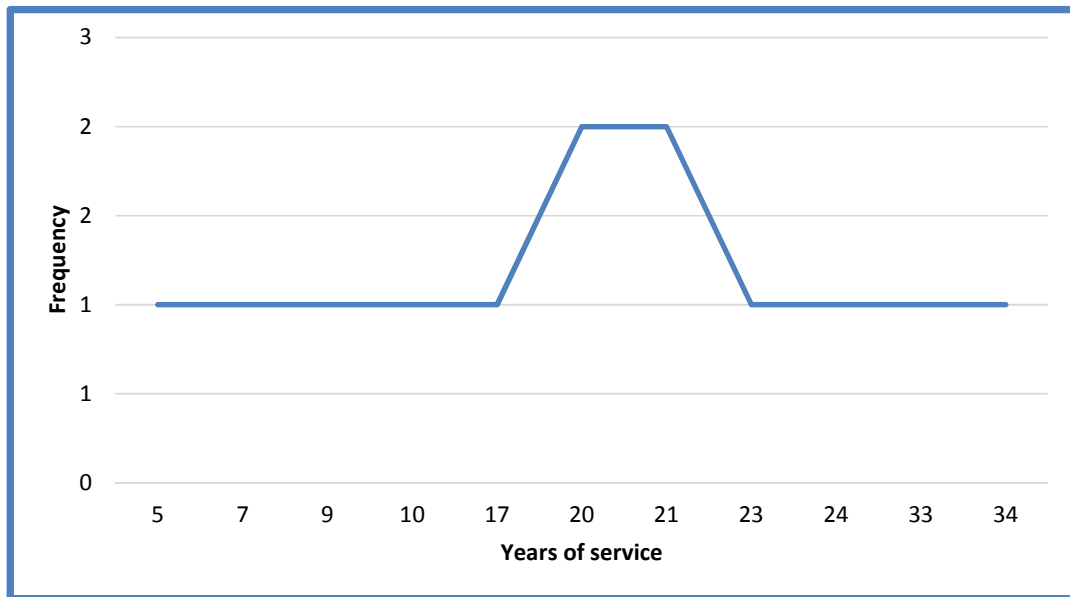
Figure 4.2 Distribution of years of service

Findings from the study revealed that more than three quarters of the leaders had more than 10 years or longer years of service. Again, this study also found that there is no correlation between the years of service as leaders and the practices of transformational leadership (p>0.05).

- **Years of Experience**

About half of the participants, (47%) had more than 10 years of experience as revealed in Fig. 4.3 below.
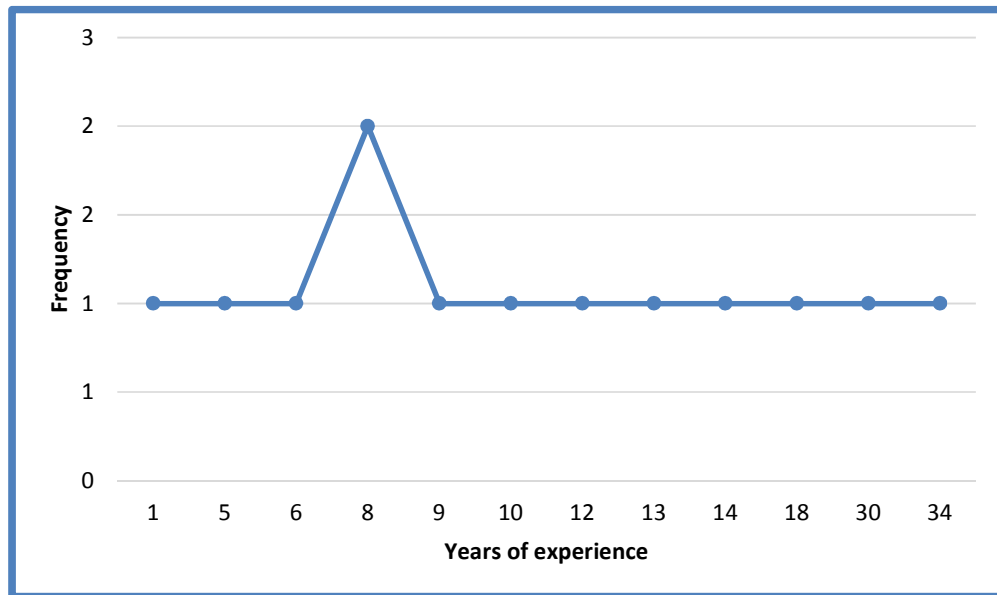
Fig. 4.3 Distribution of years of experience

Of the 13 managers who responded to the questionnaire, 47% had more than 10 years of experience in a power station environment. The correlation test at $p > 0.05$ confirmed that there is also no correlation between the years of experience and transformational leadership practices.

- **Gender**

Almost all the participants were males (85%). This may be a factor everywhere else in the world as more males occupy a higher number of positions than females in the workplace as revealed in Fig.4.4 below.
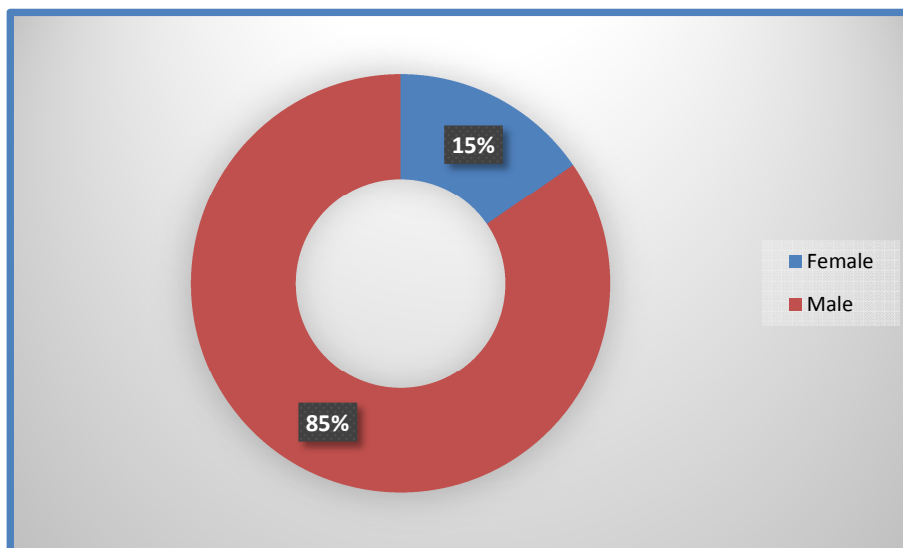
Fig. 4.4 Distribution of gender of the participants

The study revealed that 85% of the respondents were males, 15% were females. This is a norm anywhere in the world that a larger number or percentage of males dominates leadership positions. There is also no correlation between gender and the practices of transformational leadership (p>0.05).

- **Age**

More than half of the participants were 45 years old at (54%) with average age being 45.77 years (SD=6.405years) according to Table 4.1 below.

Table 4.1 Distribution of age of the participants

Age	Frequency	Percent
35	1	7.7
40	3	23.1
42	1	7.7
44	1	7.7
45	1	7.7
47	1	7.7
50	2	15.4
51	1	7.7
54	1	7.7
57	1	7.7
Average age	**45.77 (SD=6.405 yrs)**	

More than half (54%) of the participants were 45 years old or younger. The average age of the participants was 45.77 years. The study revealed that there is no correlation between the age of respondents and transformational leadership practices (p>0.05). There is no difference in the understanding and practices of transformational leadership between males and females.

- **Qualifications**

The results revealed that the mangers held qualifications such as certificates, diplomas and degrees. There was no degree of correlation between transformational leadership practices and the level of qualifications.

- **Direct Reports**

The leaders are expected to lead their subordinates through transformational leadership practices. There is a total of 170 direct subordinates who report to the managers. This is presented in the following Table 4.2.

Table 4.2 Direct Reports

No. of Direct Reports		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	7.7	7.7	7.7
	5	1	7.7	7.7	15.4
	6	1	7.7	7.7	23.1
	7	1	7.7	7.7	30.8
	8	1	7.7	7.7	38.5
	11	3	23.1	23.1	61.5
	15	1	7.7	7.7	69.2
	46	1	7.7	7.7	76.9
	60	1	7.7	7.7	84.6
	67	1	7.7	7.7	92.3
	170	1	7.7	7.7	100.0
	Total	13	100.0	100.0	

4.5.2.2 Transformational leadership factors

- **Idealised Influence**

Idealised Influence indicates whether the leaders hold subordinates' trust, maintain their faith and respect, show dedication to them, appeal to their hopes and dreams, and act as their role model. Responses to items 1, 8 and 15 on the questionnaire were used to measure this factor.

To determine the perception regarding idealised influence, three Likert type statements were asked. It was found that the majority of the participants answered positively towards the dimension.
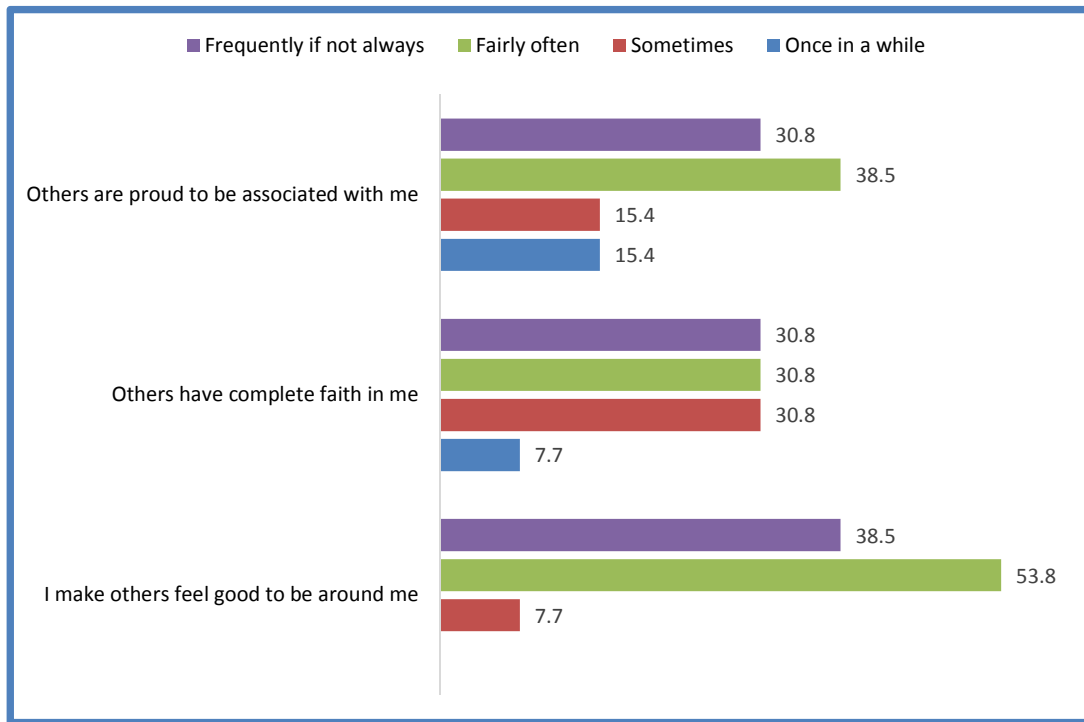
Fig 4.5 Summary of statements regarding idealised influence

Base on the findings of the study in the above Fig.4.5, 92% of the managers frequently or fairly often make others feel good to be around them. About 61.6% of the managers indicated that frequently or fairly often others have complete faith in them while 69.3% indicated that frequently or fairly often others are proud to be associated with them. These two dimensions measured lower and may affect the trust levels, faith, respect, dedication, hopes and dreams of subordinates.

The low scores (15.4%) for "others are proud to be associated with me", others have complete faith in me" and "I make others feel good to be around me is a cause of concern. The scores imply that it would be difficult for leaders to influence followers as they are not associated. Leaders will not find it practically possible to gain the faith of employees and lower confidence levels in the leader-follower relationship.

Humphrey (2012:249) states that followers can be attributed to the leader's ability to influence his subordinates performance by creating trust, being a role model, paying attention to employee needs and creating good working relations. The basis of the leader's ability to influence employee organisational

commitment in this case is identifiable; hence transformational leadership appears to be the cause and employee organisational commitment the end state.

- **Inspirational Motivation**

Inspirational motivation measures the degree to which leaders provide a vision, use appropriate symbols and images to help others focus on their work, and try to make others feel their work is significant. This factor is measured by responses to items 2, 9 and 16 on the questionnaire.

For inspirational motivation, more participants highlighted fairly often or frequently if not always to all the three statements.
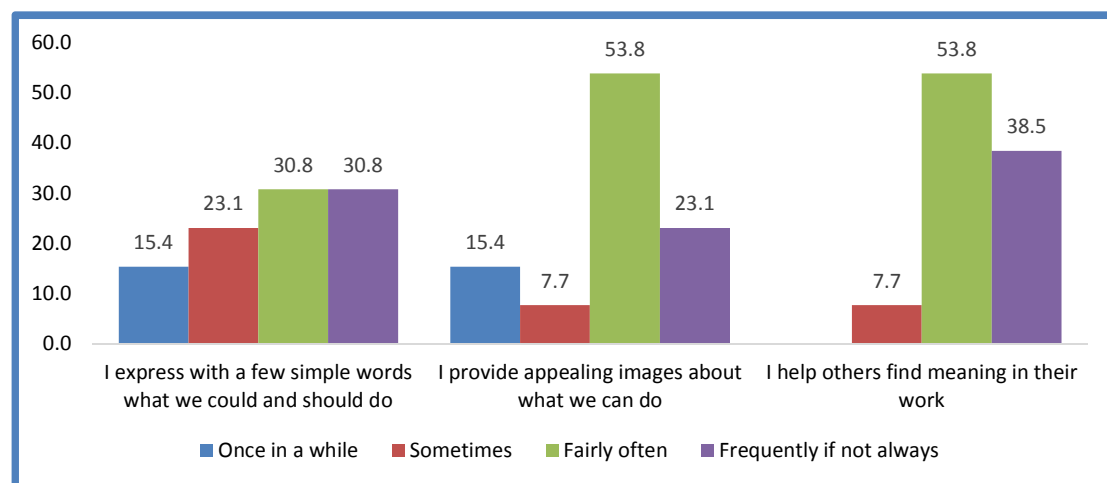
Fig. 4.6 Summary of statements regarding inspirational motivation

The responses showed in Fig.4.6 that most of the participants rated high in fairly often or frequently if not always. A total of 92, 3% of the respondents help others find meaning in their work while 76.9% of leaders responded that they provide appealing images about what they can do and 61.6% of the leaders responded that they express in few simple words what they could do and should do. The study revealed lower scores in " I express with few simple words what we could and should do", "I provide appealing images about what we can do", 15.4% respectively, while " I help others find meaning in their work revealed lower score of 7,7%. Although the findings in this study concur with the views of Yang (2012: 38) who found that transformational leaders seeks to motivate and encourage others to perform above the minimum requirements

and often to perform beyond their own expectations, the lower scores are a cause for concern.

 The fact that employees perform duties over and above their job descriptions indicates that employees are inspired by current leadership practices, This finding is in keeping with the views of Rurkkhum & Bartlett, (2012:159) who indicated that the followers' ability to perform beyond traditional job roles is described as employee organisational commitment..

- **Intellectual Stimulation**

Intellectual stimulation shows the degree to which the leaders encourage others to be creative in looking at old problems in new ways, create an environment that is tolerant of seemingly extreme positions, and nurture people to question their own values and beliefs and those of the organisation. This factor is measured by responses to items 3, 10 and 17 on the questionnaire.

Regarding intellectual stimulation, most of the participants reported fairly often or frequently if not always to all the statements. This is depicted in Fig. 4.7 below.
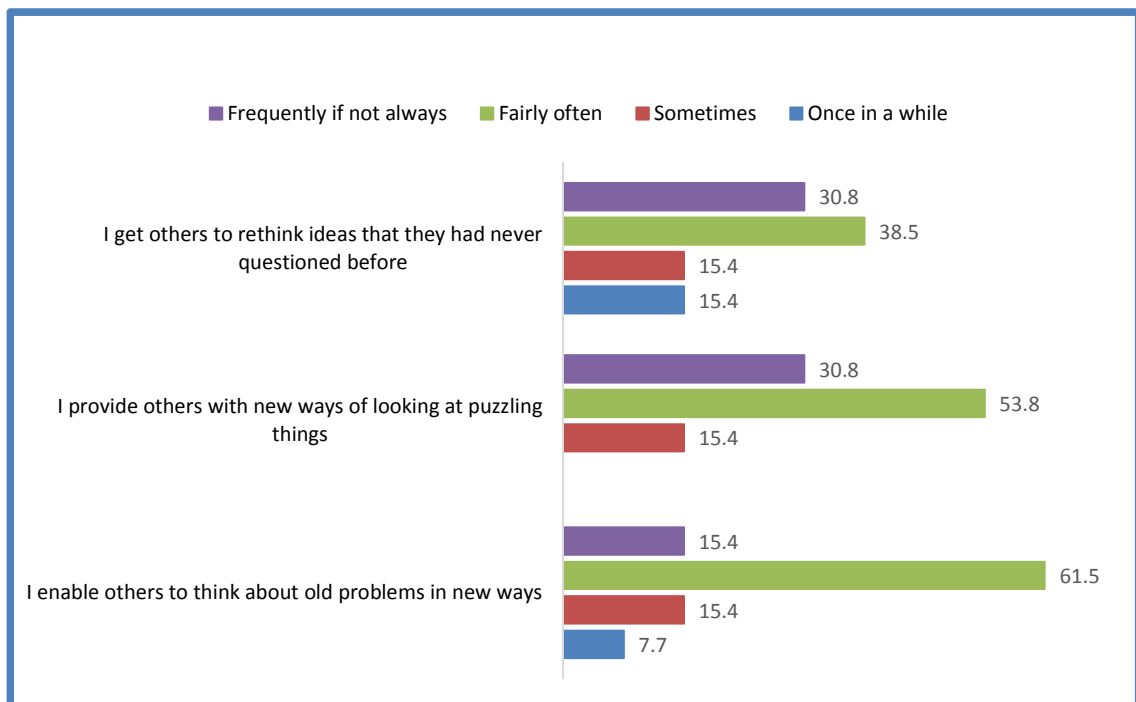
Fig 4.7 Summary of statements regarding intellectual stimulation

About 84.6% of the leaders at Camden Power Station indicated that they provide employees with new ways of looking at puzzling things, 76.9% enable others to think about old problems in new ways, while 69.3% get others to rethink ideas that they had never questioned before. There are lower scores of 15.4 % in "I get others to rethink ideas that they had never questioned before", "I provide others with new ways of looking at puzzling things" and "I enable others to think about old problems in new ways. These lower scores may impact stimulation towards innovative ways to perform and ultimately the organisational commitment of employees.

The workforce in the organisation become more aware, educated, knowledgeable and expect better values for themselves while on the other hand organisations also want to better utilise them to get maximum benefits. Employees' commitment with the organisation reduces their intentions to leave the organisation and remains the part of organisation to work with more effectively and loyally (Pascal, Pierre-Sebastien & Lamontagne, 2011: 105). If the workforce is not committed to organisational needs, then job insecurity, low trust, high stress and uncertainty increases, which ultimately have negative impact on the employee performance and the organisations (Panayiotis, Pepper & Phillips, 2011: 29). Organisational commitment can also increase the creativity in the organisations (Carlos and Filip, 2011:1030). Societal culture also impacts on the leadership style of the management so that the leadership style in the organisation may vary from society to society (Mujtaba, Afza & Habib, 2011:201). The findings in this study support the views of the above theorists as more than 65% of the respondents stimulate their employees both directly as well as indirectly. However, attention should be focussed on those managers who indicated that they encourage and to stimulate their employees only once in a while.

- **Individualised Consideration**

Individualised consideration indicates the degree to which leaders show interest in others' well-being, assign projects individually, and pay attention to

those who seem less involved in the group. Findings to these factors are measured by responses to items 4, 11 and 18 on the questionnaire.

With regards to perception for individualised consideration, results had shown that most of the participants mentioned fairly often or frequently if not always to all the statements.
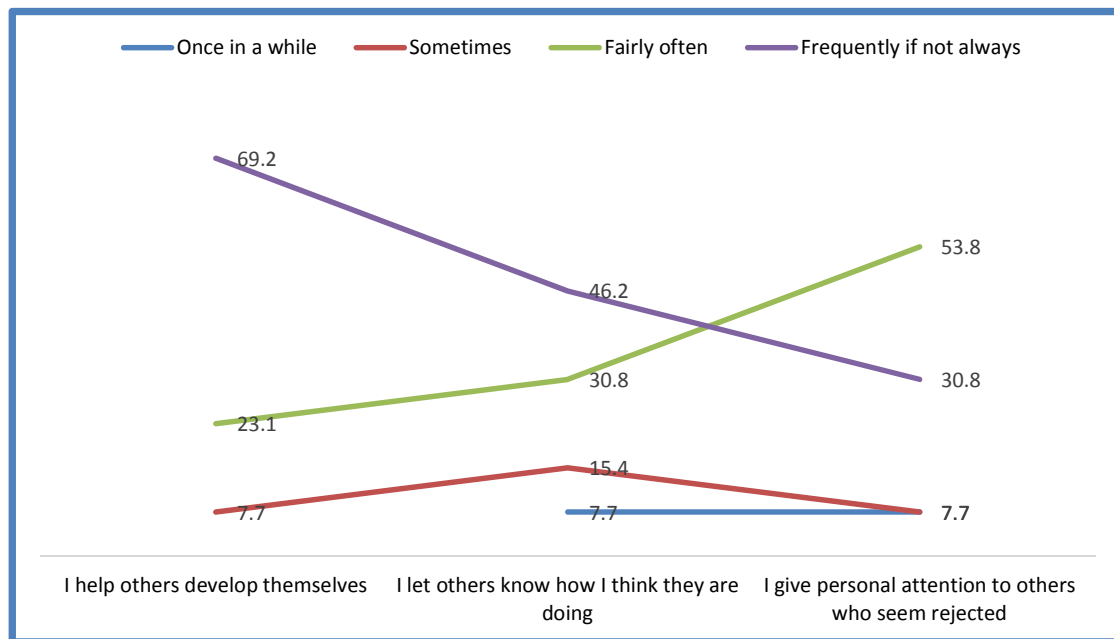
Fig. 4.8 Summary of statements regarding individualized consideration

The study revealed, as depicted in Fig. 4.8, that 92.3% of the leaders fairly often or frequently if not always help others to develop themselves, 84.6% of leaders fairly often or frequently if not always give personal attention to others who seem rejected, while 77% of the leaders fairly often or frequently if not always let others know how they think they are doing. While the overall findings are positive, the responses to the 'once in a while' and 'sometimes' categories need to be monitored more stringently.

In a recent meta-analysis, Jackson, Meyer, and Wang (2013:98) reported transformational leadership to be positively related to affective and normative commitment. According to Humphrey (2012:248), transformational leaders, through trust building, motivating followers, and exhibiting genuine concern for followers' needs, are able to transform employees' work mentalities. This transformation often leads to development of attitude that informs their

willingness to perform above and beyond their traditional formal job roles (Humphrey, 2012:249).

- **Contingent Reward**

Contingent reward shows the degree to which leaders tell others what to do in order to be rewarded, emphasises what leaders expect from employees, and recognise their accomplishments. These relate to responses to items 5, 12 and 19 on the questionnaire.

For contingent reward, most of the employees highlighted fairly often or frequently if not always to all the three statements.
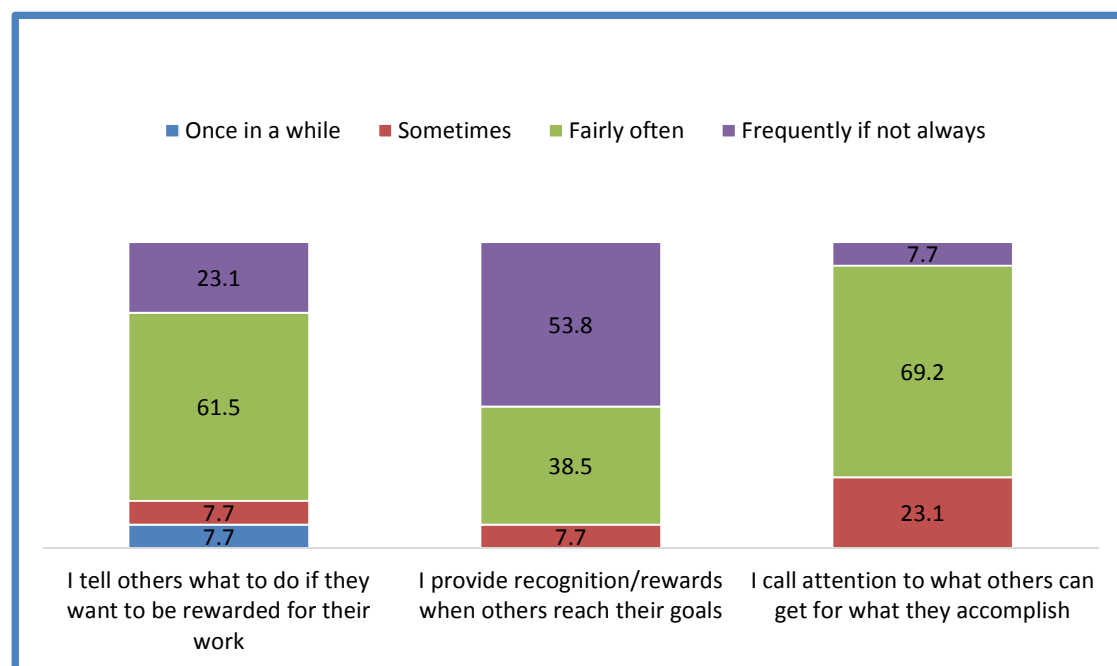
Fig. 4.9 Summary of statements regarding contingent reward

Results of the study revealed as in Fig.4.9, that 92.3% of the leaders fairly often or frequently if not always provide recognition or rewards when others reach their goals, 84.6% of the leaders fairly often or frequently if not always tell others what to do if they want to be rewarded for their work and 76.9% of the leaders fairly often or frequently if not always call attention to what others can get for what they accomplish. The findings indicate that the managers are observant, monitor the work of employees and provide immediate rewards as

motivational strategies. These rewards are connected to the performance of the employee. If employee puts efforts it is recognized by the rewards. The rewards which an employee gain on the accomplishment of a target is contingent reward. The leader communicates to followers that what have too done to receive the rewards they judge (Chadhry & Javed, 2012:8).

- **Management-by-exception**

Management-by-exception assesses whether leaders tell others the job requirements, are content with standard performance, and are believers in "if it *ain't* broke, don't fix it." The questionnaire measures management-by-exception through responses to items 6, 13 and 20.

For management-by-exception, most of the participants highlighted fairly often or frequently if not always to all the three statements. Fig 4.10 represents the findings regarding management-by-exception.
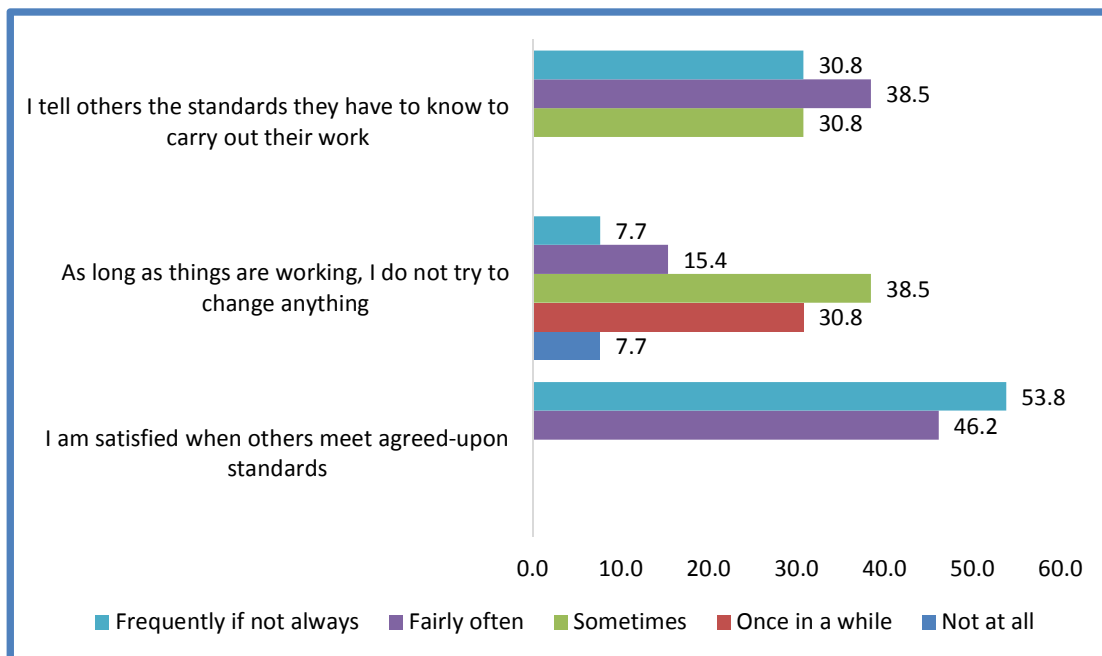
Fig 4.10 Summary of statements regarding management-by-exception

About 100% of the leadership at Camden Power Station responded that they are fairly often or frequently if not always satisfied when others meet agreed-upon standards, 69.3% responded that they are fairly often or frequently if not

always tell others the standards they have to know to carry out their work, while 53.9% responded that fairly often or frequently if not always do not try to change anything as long as things are working.

It would appear that some managers (53.9%) prefer to allow things to work themselves out instead of devising new strategies, systems and improvement plans. This finding is supported by the research study by Chaudhry and Javed (2012:255) t takes the notice of any deviations from the rules and regulations, and if there is it takes the action for correction. Whenever there is deviation from the rules and regulations management but expectation happens and the actions for corrections are also taken.

- **Laissez-faire**

Laissez-faire measures whether leaders require little of others, are content to let things ride, and let others do their own thing. Responses to items 7, 14 and 21 on the questionnaire measure this.   The findings are represented in Fig.4.11 below.

Results from the study revealed that 23.1% of the managers responded that they do not at all have this practice, 30.8% responded that they sometimes practice Laissez-faire, 20.5% mentioned that they practice once in a while, 17.9% fairly often, while 7.7% frequently of not at all. The lower score are a sign that the managers are not favourably considering this type of leadership practice.
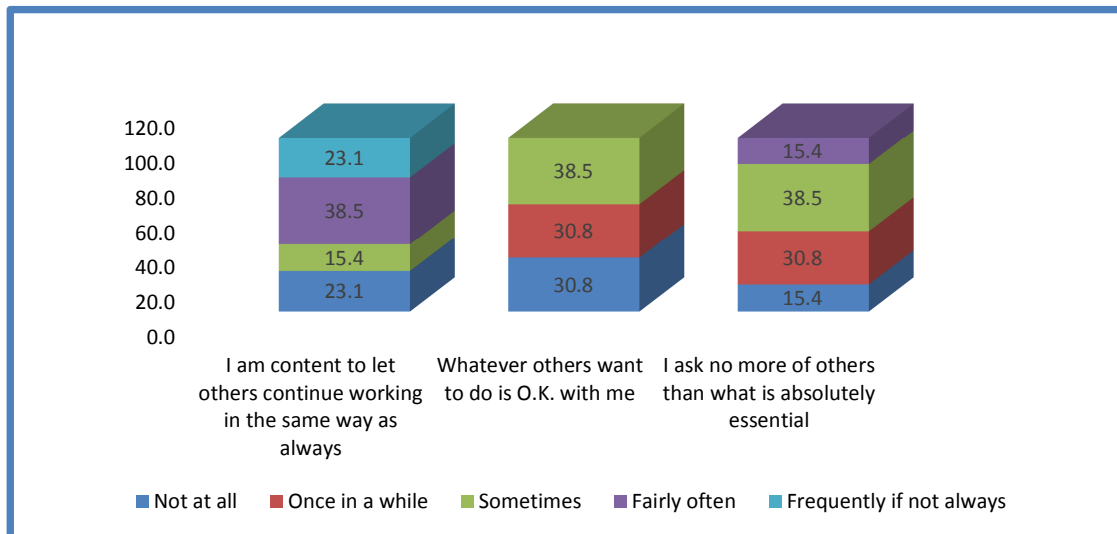
Fig 4.11 Summary of statements regarding Laissez-faire leadership

The results revealed that the managers did not practice Laissez faire leadership qualities. This practice implies that leaders do not do anything until something is wrong and broken. Normally Leaders avoids to making decision and don't involve in working units because the leaders gives to sub-ordinates to completely freedom to do decisions. Sometimes the leaders provide them to important material and they just involve the answer &question but avoiding feedback (Chaudhry & Javed, 2012:254)

4.5.3 Test of Normality Output

To conduct further analysis, the scores for all the statements based on their dimensions were added to find the overall score for each of the dimensions. The overall scores were then tested for normality. Since all the overall scores were normally distributed, further analyses were conducted using parametric test.

Table 4.3 Tests of Normality output

Factor	Kolmogorov-Smirnov[a]		
	Statistic	df	Sig.
Total	.252	13	.067
Idealized Influence	.124	13	.200[*]
Inspirational Motivation	.209	13	.126
Intellectual Stimulation	.221	13	.081
Individualized Consideration	.174	13	.200[*]

74

Contingent Reward	.210	13	.122
Management-by-exception	.185	13	.200*
Laissez-faire Leadership	.230	13	.060
*. This is a lower bound of the true significance.			
a. Lilliefors Significance Correction			

The result had shown that few of the dimensions were significantly positively correlated with each other. For example, Idealized Influence dimension was very strongly positively correlated with Individualized Consideration (r=0.856, p<0.05) and Contingent Reward (r=.674, p=0.012). Management-by-exception and Laissez-faire Leadership were not associated with any other dimensions (p>0.05).

4.5.4 Correlation

Table 4.4 Correlations test output

		Total	Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration	Contingent Reward	Management-by-exception	Laissez-faire Leadership
Total	Pearson Correlation	1	.847**	.624*	.605*	.645*	.761**	.513	.430
	Sig. (2-tailed)		.000	.023	.028	.017	.003	.073	.143
Idealized Influence	Pearson Correlation	.847**	1	.365	.310	.856**	.674*	.347	.134
	Sig. (2-tailed)	.000		.220	.303	.000	.012	.245	.662
Inspirational Motivation	Pearson Correlation	.624*	.365	1	.247	.204	.494	.051	.366
	Sig. (2-tailed)	.023	.220		.416	.505	.086	.868	.219
Intellectual Stimulation	Pearson Correlation	.605*	.310	.247	1	.308	.474	.257	.093
	Sig. (2-tailed)	.028	.303	.416		.306	.102	.397	.763
Individualized Consideration	Pearson Correlation	.645*	.856**	.204	.308	1	.438	.118	-.190
	Sig. (2-tailed)	.017	.000	.505	.306		.135	.701	.534
Contingent Reward	Pearson Correlation	.761**	.674*	.494	.474	.438	1	.357	.054
	Sig. (2-tailed)	.003	.012	.086	.102	.135		.231	.861
Management-by-exception	Pearson Correlation	.513	.347	.051	.257	.118	.357	1	.418
	Sig. (2-tailed)	.073	.245	.868	.397	.701	.231		.155
Laissez-faire Leadership	Pearson Correlation	.430	.134	.366	.093	-.190	.054	.418	1
	Sig. (2-tailed)	.143	.662	.219	.763	.534	.861	.155	

4.5.5 Correlation to biographic information

Participants age, years of services, and years of experiences were not correlated with any of the dimensions (p>0.05).

Table 4.5 Correlation with age

Correlation		Age
Total	Pearson Correlation	-.315
	Sig. (2-tailed)	.294
Idealized Influence	Pearson Correlation	-.059
	Sig. (2-tailed)	.848
Inspirational Motivation	Pearson Correlation	-.483
	Sig. (2-tailed)	.094
Intellectual Stimulation	Pearson Correlation	-.150
	Sig. (2-tailed)	.624
Individualized Consideration	Pearson Correlation	-.031
	Sig. (2-tailed)	.921
Contingent Reward	Pearson Correlation	.006
	Sig. (2-tailed)	.985
Management-by-exception	Pearson Correlation	-.249
	Sig. (2-tailed)	.412
Laissez-faire Leadership	Pearson Correlation	-.429
	Sig. (2-tailed)	.144

Table 4.6 Correlation with years of service and years of experience

Factor		Years of Service	Years of Experience
Total	Pearson Correlation	-.048	-.477
	Sig. (2-tailed)	.877	.099
Idealized Influence	Pearson Correlation	.102	-.217
	Sig. (2-tailed)	.740	.476
Inspirational Motivation	Pearson Correlation	-.262	-.352
	Sig. (2-tailed)	.387	.238
Intellectual Stimulation	Pearson Correlation	.314	-.451
	Sig. (2-tailed)	.297	.122
Individualized Consideration	Pearson Correlation	.201	-.264
	Sig. (2-tailed)	.510	.383
Contingent Reward	Pearson Correlation	.224	-.375
	Sig. (2-tailed)	.461	.207
Management-by-exception	Pearson Correlation	-.267	.010

	Sig. (2-tailed)	.378	.974
Laissez-faire Leadership	Pearson Correlation	-.550	-.369
	Sig. (2-tailed)	.051	.214

4.6 ORGANISATIONAL COMMITMENT

The Organisational Commitment Questionnaire (OCQ) is a self-scoring questionnaire. The questionnaire was emailed to a scientifically calculated sample of 93 employees. Responses to each of the 6 items are rated using a 5-point Likert scale with anchors labelled Strongly Agree (5), Agree (4), Neither Agree nor Disagree (3), Disagree (2) and Strongly Disagree (1)

4.6.1 STATEMENT OF RESULTS

4.6.1.1 Test of reliability analysis output

- A total of 74 employees completed the self-administered questionnaire. The reliability analysis showed that the data were reliable as the Cronbach's Alpha value was found to be 0.857 (Table 4.8).

Table 4.8: Reliability analysis output

Reliability Statistics	
Cronbach's Alpha	N of Items
.857	18

- **Position**

Responses revealed that employees held various positions in the organisation. These included administrative and technical positions. The positions also differ in terms of levels as some positions where at supervisory and senior levels.

- **Department**

There are various departments that employees were placed at. These included project management, coal management, engineering, operating, maintenance, chemical services, environmental, human resources, procurement, services, production, protective services, quality, outages, risk and assurance departments.

Table 4.10 Department

Department		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		3	4.1	4.1	4.1
	Chemical Services	3	4.1	4.1	8.1
	Coal and Energy	1	1.4	1.4	9.5
	Energy	2	2.7	2.7	12.2
	Engineering	13	17.6	17.6	29.7
	Environment	2	2.7	2.7	32.4
	Human Resources	4	5.4	5.4	37.8
	Maintenance	14	18.9	18.9	56.8
	Medical Centre	1	1.4	1.4	58.1
	Operating	2	2.7	2.7	60.8
	Outages	2	2.7	2.7	63.5
	Procurement	8	10.8	10.8	74.3
	Productiom	1	1.4	1.4	75.7
	Production	1	1.4	1.4	77.0
	Projects Mngmt	1	1.4	1.4	78.4
	Protective Services	1	1.4	1.4	79.7
	Quality	1	1.4	1.4	81.1
	Risk & Assurance	9	12.2	12.2	93.2
	Support Services	4	5.4	5.4	98.6
	Turbine Mtce	1	1.4	1.4	100.0
	Total	74	100.0	100.0	

- **Years in service**

It was found that more than two-thirds of the participants were working for 10 years or less in the company (Table 4.11).

Table 4.11: Distribution of years of service at the company

No of years	Frequency	Percent	Cumulative Percent
1	2	2.7	2.7
2	3	4.1	6.8

3	4	5.4	12.2
4	10	13.5	25.7
5	9	12.2	37.8
6	7	9.5	47.3
7	2	2.7	50.0
8	13	17.6	67.6
9	7	9.5	77.0
10	1	1.4	78.4
11	4	5.4	83.8
12	2	2.7	86.5
13	2	2.7	89.2
14	2	2.7	91.9
16	1	1.4	93.2
18	2	2.7	95.9
20	2	2.7	98.6
28	1	1.4	100.0
Total	**74**	**100.0**	

- **Years of experience**

According to Table 4.12, just over half of them had 10 or less years of experience at Camden Power Station or at previous employers doing the same job.

Table 4.12: Years of Experience

Years of Experience	Frequency	Percent	Cumulative Percent
3	1	1.4	1.4
4	2	2.7	4.1
5	3	4.1	8.1
6	3	4.1	12.2
7	2	2.7	14.9
8	6	8.1	23.0
9	10	13.5	36.5
10	13	17.6	54.1
11	7	9.5	63.5
12	2	2.7	66.2
13	4	5.4	71.6
14	6	8.1	79.7
15	5	6.8	86.5
16	1	1.4	87.8
18	1	1.4	89.2
19	1	1.4	90.5
20	1	1.4	91.9

22	2	2.7	94.6	
25	1	1.4	95.9	
31	3	4.1	100.0	
Total	**74**	**100.0**		

- **Gender**

The results revealed that more than half of the participants were males (58%), while 42% were females.

Table 4.13: Gender

Gender		Frequency	Percent
Valid	Female	31	41.9
	Male	43	58.1
	Total	**74**	**100.0**

- **Age**

It was found that more than half of the participants (57%) were older than 35 years of age (Table 4.14). The descriptive analysis showed that the average age of the participants was 36.97 years (SD=5.8years).

Table 4.14: Distribution of age of the participants

Age					
Age		**Frequency**	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	22	1	1.4	1.4	1.4
	26	2	2.7	2.7	4.1
	30	3	4.1	4.1	8.1
	31	3	4.1	4.1	12.2
	32	5	6.8	6.8	18.9
	33	5	6.8	6.8	25.7
	34	5	6.8	6.8	32.4
	35	8	10.8	10.8	43.2
	36	4	5.4	5.4	48.6
	37	8	10.8	10.8	59.5
	38	9	12.2	12.2	71.6
	39	3	4.1	4.1	75.7
	40	4	5.4	5.4	81.1
	41	1	1.4	1.4	82.4
	42	5	6.8	6.8	89.2
	43	1	1.4	1.4	90.5
	49	3	4.1	4.1	94.6

				Cumulative
	50	2	2.7	2.7	97.3
	51	1	1.4	1.4	98.6
	53	1	1.4	1.4	100.0
	Total	**74**	**100.0**	**100.0**	

- **Qualifications**

Participants had various types of qualifications ranging from certificate, diploma to degree. This could be attributable to the technical skills requirements of the different positions the employees occupy.

- **Direct Reports**

When asked, how many people directly report to them, half of them mentioned that no one reports to them. The distribution of number of people directly reporting to employees is shown below.

Table 4.16: Direct Reports

Direct Reports		Frequency	Percent	Cumulative Percent
Valid	0	37	51.4	51.4
	1	5	6.9	58.3
	2	6	8.3	66.7
	3	2	2.8	69.4
	5	1	1.4	70.8
	6	3	4.2	75.0
	7	3	4.2	79.2
	8	1	1.4	80.6
	10	1	1.4	81.9
	11	2	2.8	84.7
	12	2	2.8	87.5
	13	1	1.4	88.9
	15	1	1.4	90.3
	17	1	1.4	91.7
	25	1	1.4	93.1
	27	1	1.4	94.4
	29	1	1.4	95.8
	40	2	2.8	98.6
	45	1	1.4	100.0
	Total	**72**	**100.0**	

- **Affective commitment**

This aspect of organisational commitment refers to emotional attachment, identification, and involvement in the organisation, arising from created conditions that contribute to aligning employees' identities and values with the goals and values of the entire organisation. This component is measured by responses to questions 1 to 6.

With regards to investigating affective commitment, six Likert type statements were asked. It was found that more participants positively reported that they would be very happy to spend the rest of their career in this organisation, they really feel as if this organisation's problems are their own, and this organisation has a great deal of personal meaning for them (>63%). On the other hand, more participants negatively reported that they do not feel like part of the family at this organisation, they do not feel emotionally attached to this organisation, and they do not feel a strong sense of belonging to this organisation (Figure 4.12) below.
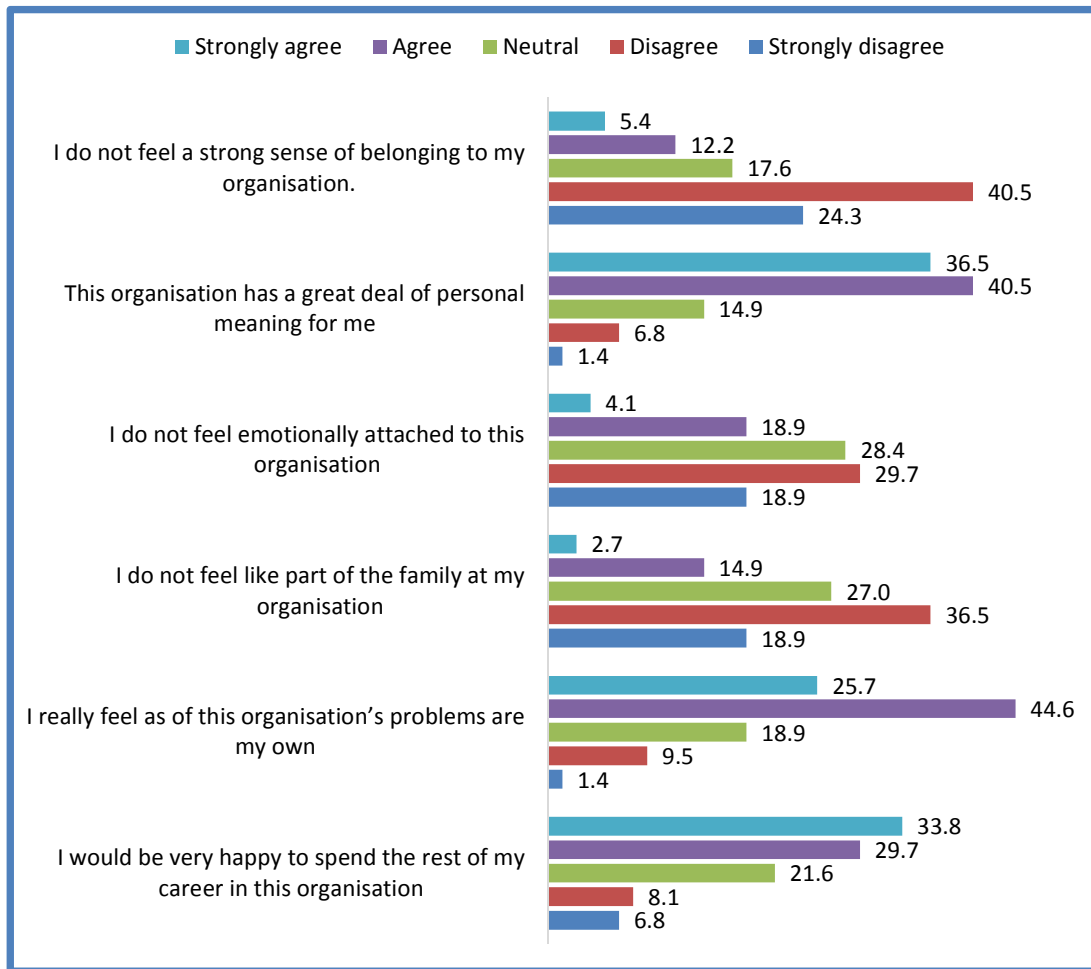
Figure 4.12: Distribution of statement regarding affective commitment

There is a concern that only 24.3% of the employees feel that they have a strong sense of belonging to the organisation while 17.6% are neutral about this. 36.5% of the employees strongly feel that the organisation has a great of personal meaning for them. The results also revealed that 18.9% of employees agree that they do not feel emotionally attached to the organisation while 4.1% strongly feel like that. It is also interesting to note from the results that 18.9% of the employees strongly agree that they are emotionally attached to the organisation. Affective commitment has been found to be strongly related to employee-relevant outcomes such as stress, health and well-being, work-non work conflict, and career success and to organization-relevant outcomes such as intended and actual voluntary turnover, in-role and extra-role performance, and absenteeism (Kim, Lee & Kim, 2015:268; Marique, Stinglhamber,

Desmette, Caesens & De Zanet, 2013: 87, Ng and Feldman, 2014:171; Stinglhamber, Marique, Demette, Hanin, Hnasez, Bertrand, 2015).

- **Continuance commitment**

Continuance commitment represents a loyalty derived from a sense of obligation toward the organisation; commitment based on the perceived scarcity of employment alternatives and commitment based on the perceived sacrifice that would be associated with leaving the organisation. This component is measured by responses to questions 7 to 12.

There were six statements posed to the participants to determine participants' perception regarding continuance. The results indicated that more participants agreed or strongly agreed to five out of six of the statements as 66% positively mentioned that it would be very hard for me to leave my organisation right now even if I wanted to. The summary of all other statements are shown in the Figure 4.13 below.
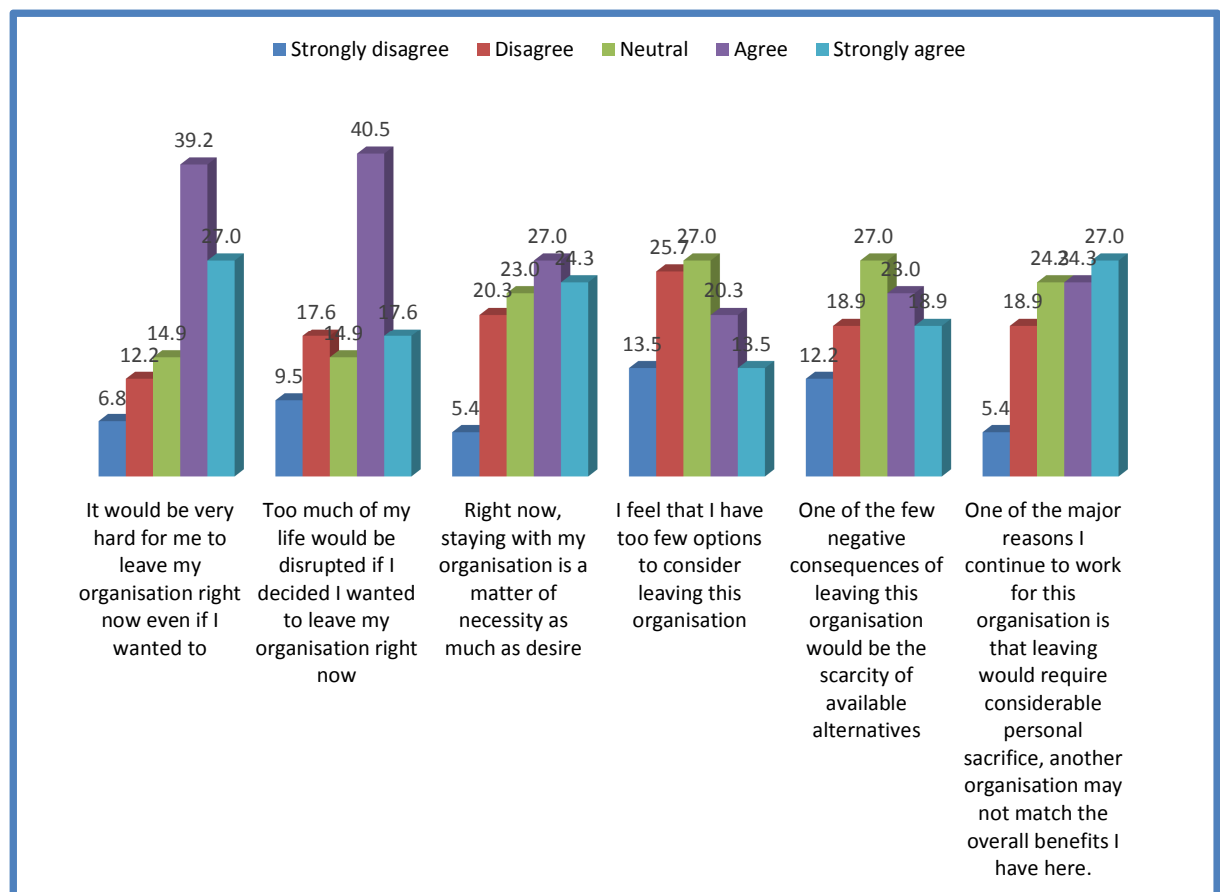
Figure 4.13: Distribution of statements regarding continuance commitment

It is less of a concern that 6.8% of the employees feel that is would not be very hard for them to leave the organisation right now even if they wanted. Another concern that 9.5% of the workforce feel that too much of their lives would be disrupted if they decided they wanted to leave the organisation right now, 5.4% are not of the opinion that staying with the organisation is a matter of necessity as much as a desire, 13.5% fell that they do not have too few options to consider leaving the organisation, 12.2 strongly disagree that one of the few negative consequences of leaving the organisation would be the scarcity of available alternatives and 5.4% strongly disagree that one of the major reasons they continue to work is the fact that leaving would require them to consider personal sacrifice, another organisation may not match their current organisation. Meyer and Allen (1997:11) define continuance commitment as awareness of the costs associated with leaving the organisation. The scores give an indication that a lot of employees continue to be committed to the organisation due to the cost associated with leaving the organisation, while few of them feel they can still find better opportunities in other organisations. Continuance commitment can be regarded as an instrumental attachment to the organisation, where the individual's association with the organisation is based on an assessment of economic benefits gained (Beck & Wilson, 2000:94).

- **Normative commitment**

Normative commitment reflects the perceived necessity to stay with the organisation, instil feelings of respect and loyalty through their heightened sense of ethics, integrity, and consideration of followers' needs. Responses to questions 13 to 18 measure this component.

To determine the normative commitment to the organisation, six statements were asked. Similar to continuance, it was found that more participants positively responded to five out of six statements. For example, 72% agreed or strongly agreed that this organisation deserves their loyalty whereas 38%

85

negatively indicated that they do not feel any obligation to remain with their current employer as indicated in Figure 4.14 below.
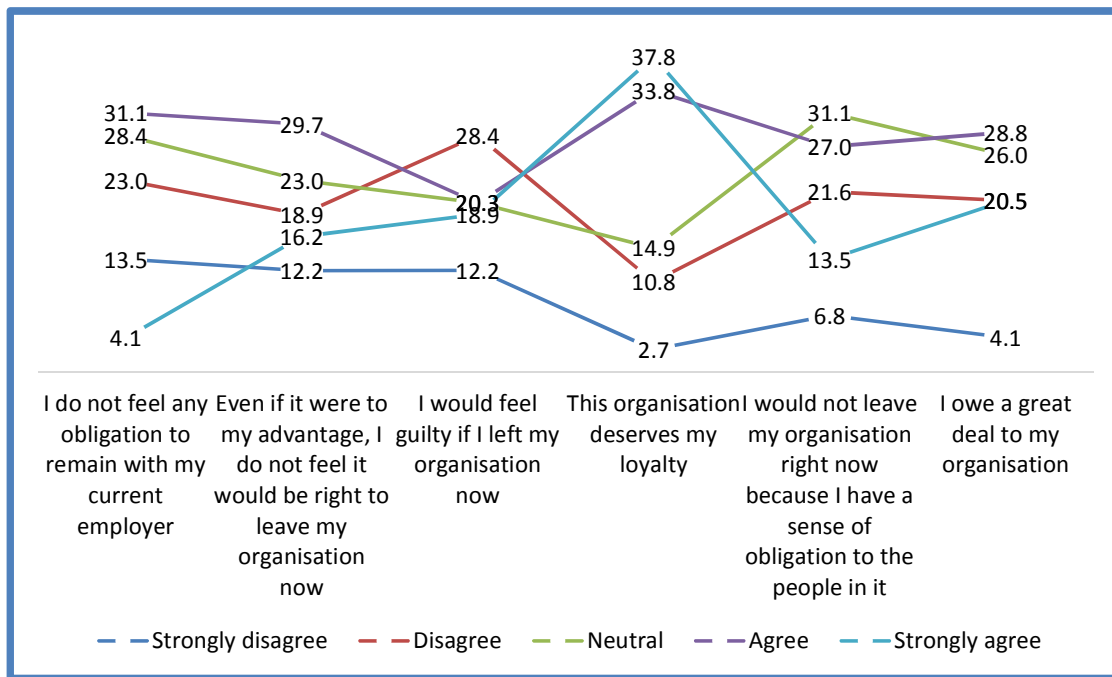
Figure 4.14: Distribution of statements regarding normative commitment

Lack of employee continuity and organisational stability, as well as the high costs involved in recruiting and training of new employees are some of the challenges that arise when employees have to leave organisations (Siong, Mellor, Moore & Firth, 2006:118, cited in Dhladhla, 2011:120). Therefore, it can be argued that organisational commitment may be a result of these factors. Organisations are social systems where human resources are the most important factors for effectiveness and efficiency (Van Schalkwyk, Du Toit, Bothma & Rothmann, 2010:33, cited in Dhladhla, 2011:139).

4.6.1.2 Tests of Normality

The scores for all the statements for all the dimensions were added to calculate the overall score for each of the dimension. The overall scores were then tested for normality for further analysis. The   Kolmogorov-Smirnov test showed that the data were normally distributed. Therefore, parametric test was used for further analysis.

Table 4.17: Test for Normality

Commitment	Kolmogorov-Smirnov[a]		
	Statistic	df	Sig.
Total	.067	73	.200[*]
Affective	.116	73	.016
Continuance	.078	73	.200[*]
Normative	.074	73	.200[*]
*. This is a lower bound of the true significance.			
a. Lilliefors Significance Correction			

4.6.1.3 Correlation

Pearson correlation test was carried out to find the relationship between the dimensions. It was found that all the dimensions were significantly strongly positively correlated with each other (p<0.05).

Table 4.18: Correlation

Correlation					
Correlation		Total	Affective	Continuance	Normative
Total	Pearson Correlation	1	.731[**]	.879[**]	.868[**]
	Sig. (2-tailed)		.000	.000	.000
	N	74	74	74	73
Affective	Pearson Correlation	.731[**]	1	.451[**]	.564[**]
	Sig. (2-tailed)	.000		.000	.000
	N	74	74	74	73
Continuance	Pearson Correlation	.879[**]	.451[**]	1	.601[**]
	Sig. (2-tailed)	.000	.000		.000
	N	74	74	74	73
Normative	Pearson Correlation	.868[**]	.564[**]	.601[**]	1
	Sig. (2-tailed)	.000	.000	.000	
	N	73	73	73	73
**. Correlation is significant at the 0.01 level (2-tailed).					

The Students t-test was carried out to determine if the overall mean scores for all the dimensions were similar between male and female participants. Li, Chiaburu, Kirkman and Xie (2013:230) investigated the relationship between transformational leadership and employee organisational commitment and indicated that, the relationship was less useful for followers' organisational

commitment. In contrast, the recent study by Dust, Resick and Mawritz (2013:421) presents evidence that employees who work for transformational leaders appear to make the required efforts needed for high job performance and display good behaviours of organisational commitment. Although lately, Li, *et al*,(2013:233) stated that the relationship between transformational leadership and employee organisational commitment was less useful for determining organisational commitment behaviours, the findings of different studies generally suggest that, there has been a relationship between transformational leadership and employee organisational commitment over the years.

Table 4.19: Group statistics

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Total	Female	31	59.23	10.726	1.926
	Male	43	58.40	11.966	1.825
Affective	Female	31	19.2581	2.82805	.50793
	Male	43	18.8605	3.25563	.49648
Continuance	Female	31	20.6452	5.26971	.94647
	Male	43	19.7442	6.26439	.95531
Normative	Female	31	19.3226	4.50472	.80907
	Male	42	19.7381	4.79868	.74045

Levene's Test showed that the variance for all the dimensions between males and females were similar. The students t-test showed that the average scores for all the dimensions were similar between male and female participants (p>0.05). This indicated that gender was not a significant factor for any of the dimensions.

Table 4.20: Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means				95% Confidence Interval of the Difference	
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Total	.662	.419	.307	72	.759	.830	-4.555	6.216

Affective	.150	.700	.547	72	.586	.39760	-1.05124	1.84644
Continuance	1.082	.302	.651	72	.517	.90098	-1.85631	3.65826
Normative	.209	.649	-.375	71	.709	-.41551	-2.62357	1.79254

Participants' age was only significantly correlated with normative (r=0.235, p=0.045). There was no any other dimension that was correlated with age (p>0.05). This is shown in Fig.4.21 below.

Table 4.21: Pearson Correlation

Commitment		Age
Total	Pearson Correlation	.126
	Sig. (2-tailed)	.285
Affective	Pearson Correlation	.049
	Sig. (2-tailed)	.677
Continuance	Pearson Correlation	.040
	Sig. (2-tailed)	.738
Normative	Pearson Correlation	.235[*]
	Sig. (2-tailed)	.045

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

For the better performance of the organisation, organisational commitment is one of strong determinant of success which was highlighted various times in the literature (Chew and Chan, 2008:519, Das, 2002:33, cited in Sabir, *et al.,* 2011:5). Leadership and its effectiveness is the primary focus for organisations to achieve the organisational goals and to create organisation commitment in their employees.

Swanepoel, Eramus, Van Wyk and Scheck (2000:98), cited in Sabir *et al.* (2011:145) argue that organisational commitment is encouraged with the leadership style for successful implementation of business strategies to achieve organisational goals. Research conducted on the leadership style and its relationship with organisational commitment (Lo, Ramayah & Min, 2009:65, cited in Sabir *et al.*, 2011:146) concluded that transformational leadership positively correlated with organisational commitment. It is, therefore, important

that leadership of organisations is transformational in style so as to positively affect the organisational commitment of employees.

According to Lo, Ramayah, Min and Songan (2010:101), practices of transformational leadership such as intellectual stimulation, inspiration, idealized influence are significantly correlated with the organisational affective and normative commitment. Inspirational motivation and idealized consideration are not correlated significantly with continuous commitment while inspirational motivation and individual consideration has significant and positive relationship with organisational continuous commitment (Lo, *et al,*, 2010:101).

According to Alkahtani (2016:27), employees are far more likely to be committed to the organisation if they have confidence in their transformational leaders. Therefore, it can be argued that idealised influence leaders, inspirational motivation leaders, individualised consideration leaders, intellectual stimulation leaders, have positive relationships towards affective, continuance and normative organisational commitment. Contingent reward, management-by-exception and laissez-faire leadership have a negative relationship towards affective, continuance and normative commitment (Alqudah, 2011:86).

4.7. CHAPTER SUMMARY

The responses from 13 managers and 74 employees are part of the findings for this research.

The biographical information revealed that 54% of the leaders occupy managerial positions, they had 10 years or more of service, 47% had more than 10 years of experience while 85% of them were males. Their age revealed they were 45 years of age. The biographical information were not correlated with any of the practices of transformational leadership (p>0.05).

The findings revealed that 92% of the managers mentioned that they frequently or fairly often make others feel good to be around them in the practice of idealised influence on their subordinates. In the practice of

inspirational motivation, more participants indicated that fairly or often if not frequently if not always to all the questions. Intellectual stimulation responses indicated that most of the participants fairly or frequently if not practice this. The managers indicated that they also fairly often or frequently if not always practice individualised consideration towards their subordinates. The summary of statements regarding contingent rewards and management-by-exception revealed higher response towards these practices, while the Laissez-faire practice was low.

For organisational commitment, the reliability analysis revealed that the data were reliable as the Cronbach's Alpha value was found to be 0.857. The years in service of the employees revealed that more than two-third were working for 10 years in the organisation, with 10 years of experience also for more than half of the employee count. The results showed that 58% of the employees were males, whereas 57% were older than 35 years of age. The analysis showed that the average years of the participants were 36.97 years.

Affective commitment results revealed that 63% of the workforce was affectively committed to the organisation, while 66% were in the continuance commitment dimension. The normative commitment of the employees has results of 72%. The Pearson Correlation test revealed that all the dimensions of organisational commitment were significantly, positively and strongly correlated with each other. The Levene's Test showed that the dimensions between male and female were similar. The participant age was not significantly correlated with normative commitment ($r=0.235$, $p=0.045$).

The next chapter presents the conclusions and recommendations emanating from the study.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1. INTRODUCTION

Chapter four presented the findings from the empirical research. Data was captured from responses received from questionnaires administered to leaders on transformational leadership factors and employees on organisational commitment. The data was analysed according to the study objectives.

This present chapter provides conclusions on the current study and the limitations of the study. In addition the chapter recommends solutions towards findings that emanated from the empirical study and the conclusions drawn thereof.

5.2. CONCLUSIONS REGARDING THE OBJECTIVES OF THE STUDY

This section analyses the research objectives in Chapter 1 individually and continues with comments to assess materially how the study objectives were achieved basing the assessments on the empirical study findings in the previous chapters.

5.2.1 Conclusions regarding the theoretical objectives of the study in Chapter 1.

The research had three specific theoretical aims:

- Establish transformational leadership practices
- Investigate the relationship between transformational leadership practices and organisational commitment
- Determine other transformational leadership factors that affect organisational commitment

5.2.1.1 Establish transformational leadership practices

Chapter 2 in the study achieved this objective of the study. Findings from literature led to making the following conclusions listed below:

- According to Bass and Avolio (1997) cited in Sechudi (2014:88) transformational leadership has been broadly researched including its practices of idealised influence, inspirational motivation, intellectual stimulation, individual consideration, contingent reward, management-by-exception and Laissez-faire.
- Transformational leaders work with employees to identify the needed change and create visions to guide change through inspiration (Mokgolo *et al.*, 2012:8).
- Transformational leaders empower others to become freethinking, independent, individuals capable of exercising leadership (Yunus & Ibrahim, 2015:124).
- Transformational leadership portray the essence of quality required for successfully managing organisational changes or transformation (Sun & Anderson, 2012:310).

5.2.1.2 Investigate the relationship between transformational leadership practices and organisational commitment

This aim was also achieved in Chapter 2 through a study of literature.. The following conclusions can, therefore, be drawn:

- When transformational leaders satisfy the needs of the employees, that is individualised consideration, the affective commitment level of employees will increase (Hamdia & Padett, 20122:47)
- Transformational leadership practices positively correlated with continuance commitment (Riaz, 2010).
- Intellectual stimulation, inspirational motivation, idealised influence are significantly correlated with affective and normative commitment (Lo *et al.*, 2010:101).
- Transformational leadership have positive relationship with employees' organisational commitment (Marmaya, *et al.*, 2011:1586).

5.2.1.3 Determine other transformational leadership factors that affect organisational commitment

This aim was achieved by the literature review in Chapter 2. The following conclusions can be drawn:

The literature review revealed transformational leadership practices which are idealised influence, inspirational motivation, intellectual stimulation, individual attention, contingent reward, management-by-exception and laissez-faire.

5.2.2 Conclusions regarding the specific empirical aims of the study

The study aimed to achieve the following specific empirical aims:

- Establish the transformational leadership practices at Camden Power Station using the Multifactor Leadership Questionnaire (MLQ) (Bass & Avolio, 1997)
- Establish the relationship between transformational leadership practices and organisational commitment at Camden Power Station
- Determine other transformational leadership factors that affect organisational commitment at Camden Power Station
- Provide recommendations towards the implementation of leadership practices with the intention to enhance employee organisational commitment at Camden Power Station

5.2.2.1 Establish the transformational leadership practices at Camden Power Station

This was achieved through the empirical study in Chapter 4 using the Multifactor Leadership Questionnaire (MLQ) (Bass & Avolio, 1997). A questionnaire was distributed to a sample of 13 managers.

- Idealised influence had results showing that 92% of the managers frequently or fairly often make others feel good. Thus, it can be concluded that leaders provide a role for high ethical behaviour, instil pride, gain respect and trust (Northouse, 2015:49).
- Inspirational motivation results revealed that 92, 3% of the managers fairly often or frequently if not always help others find meaning in their work.

Thus it can be concluded that the managers articulate vision that is appealing to followers and followers develop strong sense of purpose and are motivated to act (Sabir, Soahil & Khan, 2011:9).

- Individualised consideration revealed that 92, 3% of the managers help others to develop themselves and give followers personal attention. It can be concluded that managers attend to each follower's needs and pay attention to the needs of their employees (Alkatahni, 2016:25).

- Intellectual stimulation results revealed that 84% of the managers provide others with new ways of looking at puzzling things, enable others to solve old problems in new ways and rethink new ideas. Thus, it can be concluded that leaders challenge assumptions, take risks and solicits follower's ideas while also stimulating and encouraging creativity and innovation (Sechudi, 2014:88).

5.2.2.2 Establish the relationship between transformational leadership practices and organisational commitment at Camden Power Station

This objective was achieved in Chapter 4. A sample of 92 employees was asked to respond to the Organisational Commitment Questionnaire (Meyer & Allen, 1991).

- The results revealed that there is a positive relationship between transformational leadership and organisational commitment. Normative commitment revealed 78%, continuance commitment revealed 66% and while affective commitment revealed 63%.

- The results of the study are supported by studies by Dust,*et al.* (2013), Humphrey (2012:93), who all found a significant statistical relationship between transformational leadership and organisational commitment.

5.2.2.3 Determine other transformational leadership factors that affect organisational commitment at Camden Power Station

The Literature Review established various transformational leadership factors. The foundation of these factors and practices are based on transformation leadership strategies that must be enshrined within leaders. There are various

leadership practices such as setting directions, developing people, redesigning the organisation, teaching and factors such as change agent, courage, openness, faith in followers, leading by values, lifelong learning, ability to face complex situations, vision, creativeness, team orientation, appreciation of others, , recognition and responsibility. It is prudent to advise that leadership practices and employee factors are closely related and influence each other. The transformational leadership theory also provides a tool that can help leaders assess the extent to which they actually use those practices so that they can make plans for modifications and improvement (Kouzes & Posner, 1995:66, cited in Goewey, 2012:43).

5.2.2.4 Provide recommendations towards the implementation of leadership practices with the intention to enhance employee organisational commitment at Camden Power Station

Shahid and Azhar (2013:262) argue that companies having committed employees have a clear competitive advantage in talent strategy and business results that is difficult to copy. To gain this kind of advantage at times like now is definitely not easy. The following section discusses the recommendations to implement transformational leadership practices to assist the leaders of Camden Power Station to reap the benefits from organisationally committed employees. Min-Huei (2005:86) cited in Mokgolo, *et al.,* (2012:8) supports the argument that leaders should consider using transformational leadership behaviours to motivate employees at all levels to make the extra effort to commit to organisations so that organisations may maintain quality service delivery during change. Leaders should engage in transformational behaviours, like providing individualised attention to support employees during change and using their intellectual skills to help employees to understand the visions of organisations.

Leadership and its effectiveness is primary focus for profit organisation to achieve the organisational goals and to create organisation commitment in their employees, for their organisation (Sabir, *et al.*, 2011:8). Transformational leadership needs a mind-set that varies vastly from that for compliance purposes. Those people in managerial positions should possess the expertise

about utilising the skills of employees in their departments to achieve competitive advantage. Transformational leadership plays a pivotal and significant role in affording the leaders what is needed to ensure success (Mokgolo, *et al.,* 2012:9).

- **Individualised Consideration**

This relates to the degree to which the leader attends to each follower's needs. Leaders should pay close attention to the needs of their employees. Leaders should assist their followers to achieve goals and personal development (Alkatahni, 2016:25).

- The study recommends that leaders at Camden Power Station should act as mentors or coaches to the follower and listen to the follower's concerns and needs. The performance contract of leaders should entail coaching and mentoring with employee achievements as key performance indicators. The leader gives empathy and support, keeps communication open and places challenges before the followers. This also encompasses the need for respect and celebrates the individual contribution that each follower can make to the team. The followers develop a will and aspiration for self-development and have intrinsic motivation for their tasks.

- **Intellectual Stimulation**
Inspirational stimulation is the degree to which the leader challenges assumptions, takes risks and solicits followers' ideas. Recommendations are that leaders should stimulate and encourage creativity in their followers and continue to look out for creative and innovative ideas in employees and reward or recognise them (Northouse, 2015:51).

- The study recommends that the leaders must nurture and develop people who think independently by rewarding and recognising them through prestigious awards. Learning should be valued and unexpected situations seen as opportunities to learn. The leaders should have study support financially and establish a knowledge management hub for continuous

learning. For this to be two fold, the followers who are employees should be encouraged to ask questions, think deeply about things and figure out better ways to execute their tasks.

- **Inspirational Motivation**

This factor relates to the manner in which the leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand. Followers need to have a strong sense of purpose if they are to be motivated to act (Northouse, 2015:56). Purpose and meaning if enshrined within leaders, provides the energy that drives a group forward.

- The study recommends that the visionary aspects of leadership are supported by communication skills that make the vision understandable, precise, powerful and engaging through a communication plan. The followers are willing to invest more effort in their tasks, they are encouraged and become optimistic about the future and believe in their abilities when they receive motivation and clearly communicated high performance expectations.

- **Idealised Influence**

Leaders must provide a role model for high ethical behaviour, instil pride, gain respect and trust. Idealised influence is the behaviour that encourages the employees as followers to use their leaders as role models (Northouse, 2015:49).

- The study recommends that leaders should be trained to have high morals and ethical values so as to be able to provide followers with a sense of vision and mission. The leaders should be encouraged to drive the vision and mission of the organisation, thereby leading through precept and example. The performance contract of the leaders should focus on leadership as a key performance area with these factors as key performance indicators.

- **Contingent reward**

Managers who use contingent reward leadership show the standards and encourage their employees to perform well because the leaders let their employees know the rewards they are to receive if their performance level is high (Alkahtani, 2016:26)

- The study recommends that leaders should make their subordinates know the rewards they are to receive if their performance level is high and also what the punishment is for poor performance.

- **Management-by exception**

Management-by-exception is seen when leaders make corrective criticisms or use negative reinforcement, whereby leaders monitor the behaviour of employees closely in order to identify mistakes and errors (Alkahtani, 2016:26).

- The study recommends that leaders should monitor the performance of employees actively, take corrective actions if deviations from approved standards occur while also enforcing rules to avoid poor performances and mistakes.

- **Laissez-faire**

According to Northouse (2015:26), the laissez-faire leaders only intervene when goals have not been met or there are crises. The leader is passive in behaviour and would not get involved until problems arise, they wait until mistakes are brought to their attention. Leaders make postponement of decisions and offer no feedback or support to follower.

- The study recommends that leaders refrain from this type of practice and train leaders not to practice this as it is seen as a hands-off approach of leadership. This nullifies the positive relationship transformational leaders have on organisational commitment if applied.

5.2.3. Conclusions regarding the general aim of the study

The aim of the study was to investigate transformational leadership practices and the influence on employee attitude such as organisational commitment at Camden Power Station. This aim was achieved in the literature review and the

empirical study in Chapter 2 and 4 respectively. The following conclusions can be drawn:

- Transformational leaders use idealised influence to empower followers, thereby raising their tolerance for uncertainty and their ability to adapt to new, changing conditions. According to Maitlis (2005:22) cited Mokgolo *et al*, 2012:6), the powerful communication skills associated with idealised influence can be used in formal and informal meetings with subordinates to expand leaders' abilities to help employees understand the benefits of new leadership.

- Transformational leaders provide support through the change process. Vera and Crossan (2004:222) cited Mokgolo *et* al. (2012:8) emphasise that through intellectual stimulation, leaders encourage subordinates to question the universality of previous cognitive frames, opening the door for new frames to develop. By considering each subordinate as an individual, transformational leaders can provide support through the change process by facilitating social reconstruction to bring more uniform interpretations to people with separate experience bases.

5.5. LIMITATIONS

Although the findings of this research have outlined significant understanding and knowledge of transformational leadership and the relationship to employee organisational commitment at Camden Power Station, there are limitations to this study that are acknowledged.

5.5.1 Limitations of the literature review

There is a lack of research on the relationship between transformational leadership and organisational commitment in the energy organisations such as Eskom, within the context of South Africa. This was a limitation that posed difficulties in making references to similar researches. This study and its findings were based on one branch of Eskom and not the entire Eskom employee complement.

5.5.2 Limitations of the empirical study

The following were found to be limitations of the study:

- The study could not control who should have been participants in the study.

- The limitations of the study include the small sample of employees used who are managers and leaders as well as employees at Camden Power Station.

- The sample was drawn from only one power station which is Camden Power Station and was not representative of all functional groupings within Eskom and, therefore, cannot be generalised to the entire organisation or energy sector.

- The Multifactor Leadership Questionnaire (MLQ) and the Organisational Commitment Questionnaire (OCQ) were used to measure transformational leadership practices and organisational commitment of employees. The two questionnaires were in English. Most of the respondents do not have English as their first language. Some of the questions might have been answered incorrectly due to misunderstanding the questions.

- The approach followed in this study was quantitative and following up for additional and clarification of responses to questionnaires were not possible. This did not afford the study the opportunity to obtain richer information from respondents.

- The findings from the empirical investigation are not easily replicable or extrapolated or generalisable within the leadership and employee population of the rest of Eskom SOC Limited.

5.6. RECOMMENDATIONS

5.6.2 Recommendations to the participating organisation regarding organisational commitment

Transformational leaders must possess special ability to diagnose the organisational environment, accurately identify the contingent factors and subsequently make sound decision in leading the organisation towards success. Based on this, the following recommendations can be made to the organisation:

- Leadership is the approach of giving direction, implementing plans and motivating people (Northouse, 2015). Leaders must identify the best leadership style to manage employees in the organisation. Leadership can be defined also as a process that involves influence and occurs within a group contact and involves goal attainment. Therefore, leadership is a process where an individual influences a group of other individuals to achieve a common goal, by inspiring and directing for action (Alkahtani, 2016:24)

- Organisational commitment is linked to the performance of organisational constituents, their loyalty, organisational citizenship behaviour, job satisfaction and employees aggression. Committed employees are expected to perform at a greater level than their uncommitted counterparts, they are willing to work extra hours when the job requires them to do so, and they are willing to promote the organisation as a favourable place to work at (Alkahtani, 2016:23).

- The study recommends that leadership of the organisation attempts meeting employee needs employee commitment increases. Eventually employees would stay within the organisation (Hamdia and Phadett, 2011:47).The study recommends that the leaders of the organisation embark on a leadership programme that will transform its leaders. Transformative leader have significant importance to the organisation objectively to raise the levels of employee organisational commitment (Blau, 1985:117). Transformational leadership style is a factor affecting commitment (Williams and Hazer, 1986:220, cited in Sabir *et al*, 2011:149). Riaz and Haider (2011:51) arrived at a conclusion that there is a positive relationship between transformational leadership and organisational commitment and job satisfaction while transformational leadership found more rigid and significant relationship with career satisfaction and job success. To bring the organisation commitment transformational leaders significantly have an impact on employees.

- Transformational leadership practices namely idealized influence, inspiration, intellectual stimulation are significantly correlated with organisational affective and normative commitment should be part of leadership key performance areas and measured. Most recent researches

on the leadership style and organisational commitment (Marmaya *et al*., 2011:1586) shows that transformational have positive relationship with employees' organisational commitment.

5.6.2 Recommendations for further research

- The empirical findings presented in this study lay grounds to make recommendations further studies. The study showed that transformational leadership factors influence the organisational commitment of employees. On the basis that there is limited research on transformational leadership in the South African context, the study provides additional knowledge to the field of transformational leadership by the empirical investigation on the topic of transformational leadership in organisations such as Eskom.

- In this study only one construct of work-related behaviour was addressed which is organisational commitment. It is recommended that further studies in the field of transformational leadership should investigate other constructs of employee behaviours such as performance, job satisfaction and leadership acceptance related to the effectiveness of transformational leadership specifically in the energy sector as a driver of economic transformation and growth.

- Another recommendation is that future studies should determine larger sample sizes to evaluate the role of transformational leadership practices in other power stations, divisions and departments within Eskom. Future studies should evaluate the role of transformational leadership extensively in organisation that are different such as transformational leadership in non-profit organisation.

- Lastly, it is recommended that future study must engage a combination of research design where the mixed methods study design involving but not limited to qualitative and quantitative research methods, with data collection procedures that include interviews and questionnaires. The approach assists the researcher to enquire and give explanations where it is needed as well as generalising the findings of the study.

5.7. CHAPTER SUMMARY

From the review of existing literature and results from this study, it has been established that practices of transformational leadership such as intellectual stimulation, idealised influence, inspirational motivation and individualised consideration are positively correlated to employee organisational commitment dimensions of continuance, normative and affective commitment.

From the previous chapters it can be concluded that transformational leadership is important towards effective organisational management because the effectiveness of leaders determine the organisational performance as well as employee commitment. It is also crucial that organisations take the time to implement leadership programmes such transformational leadership practices are achieving more than those organisations in the same sector. When organisations and leaders are cognisant with the transformational leadership practices combined with the four practices of inspirational motivation , intellectual stimulation, idealised influence, , and individualised consideration , managers can become effective leaders in Eskom and any other organisation.

The study intended to investigate transformational leadership practices at Camden Power Station. The study also intended to investigate whether these practices are organisational commitment centred and the relationship between these practices and organisation commitment. Managers were tested on transformational leadership practices, other transformational leadership factors were also investigated while employees were asked questions to determine their level of organisational commitment.

The findings from the empirical research revealed that transformational leadership is appropriate with its practices and factors in getting alignment of employees to commit to organisations. It was also revealed that biographic factors do not influence the practices of transformational leaders, while also not impacting on employee behaviours such as organisational commitment. The research findings recommend that managers be trained and their performance contracts to include leadership practices on transformational leadership. Organisations are encouraged to conduct regular surveys to determine the levels of organisational commitment.

People change as a result of the authenticity and genuine considerations by leaders about their wellbeing. This type of change occurs when leadership role model an active commitment to the development of their employees. These types of achievement towards organisational change materialises through transformational leadership practices (Whittington, Pitts, Kageler & Goodwin, 2005: 602, cited in Mokgolo *et al,* 2012:8).

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APPENDICES

APPENDIX A: TARNSFORMATIONAL LEADERSHIP QUESTIONS

a)   Bibliographical Information

Name and Surname	
Position and Roles	
Department	
Years of Service	
Years of experience	
Gender	
Age	
Qualifications	
Size of Staff reporting to you	

b)   Questions

Multifactor Leadership Questionnaire

Instructions: This questionnaire provides a description of your leadership style. Twenty-one descriptive statements are listed below. Judge how frequently each statement fits you. The word "others" may mean your followers, clients, or group members.

KEY: 0 = Not at all

            1 = Once in a while

            2 = Sometimes

            3 = Fairly often

            4 = Frequently, if not always

1.	I make others feel good to be around me.	0 1 2 3 4
2.	I express with a few simple words what we could and should do.	0 1 2 3 4
3.	I enable others to think about old problems in new ways.	0 1 2 3 4
4.	I help others develop themselves.	0 1 2 3 4
5.	I tell others what to do if they want to be rewarded for their work.	0 1 2 3 4
6.	I am satisfied when others meet agreed-upon standards.	0 1 2 3 4
7.	I am content to let others continue working in the same way as always.	1 2 3 4
8.	Others have complete faith in me.	0 1 2 3 4
9.	I provide appealing images about what we can do.	0 1 2 3 4
10.	I provide others with new ways of looking at puzzling things.	0 1 2 3 4
11.	I let others know how I think they are doing.	0 1 2 3 4

12. I provide recognition/rewards when others reach their goals.   0 1   2   3   4
13. As long as things are working, I do not try to change anything.   0 1   2   3   4
14. Whatever others want to do is O.K. with me.   0 1   2   3   4
15. Others are proud to be associated with me.   0 1   2   3   4
16. I help others find meaning in their work.   0 1   2   3   4
17. I get others to rethink ideas that they had never questioned before.   0 1   2   3   4
18. I give personal attention to others who seem rejected.   0 1   2   3   4
19. I call attention to what others can get for what they accomplish.   0 1   2   3   4
20. I tell others the standards they have to know to carry out their work.   0 1   2   3   4
21. I ask no more of others than what is absolutely essential.   0 1   2   3   4

APPENDIX B-COMMITMENT QUESTIONS TO EMPLOYEES

You are being asked to participate in an academic research to provide the researcher with information that will help substantiate findings of the study. Participation in this survey is voluntary and confidentially is assured. No individual data will be reported. THANK YOU!

The following statements concern how you feel about the department where you work, within the organisation, which is Eskom. Please indicate the extent of your agreement or disagreement with each statement by circling a number from 1 to 5.

Scale

1=Strongly disagree

2=Disagree

3=Neither disagree or agree

4=Agree

5=Strongly agree

a)   Bibliographical Information

Name and Surname	
Position and Roles	
Department	
Years of Service	
Years of experience	
Gender	
Age	
Qualifications	
Size of Staff reporting to you	

b)   Questions

No	Question	1	2	3	4	5
1	I would be very happy to spend the rest of my career in this organisation					
2	I really feel as of this organisation's problems are my own					
3	I do not feel like part of the family at my organisation					
4	I do not feel emotionally attached to this organisation					

5	This organisation has a great deal of personal meaning for me					
6	I do not feel a strong sense of belonging to my organisation.					
7	It would be very hard for me to leave my organisation right now even if I wanted to					
8	Too much of my life would be disrupted if I decided I wanted to leave my organisation right now					
9	Right now, staying with my organisation is a matter of necessity as much as desire					
10	I feel that I have too few options to consider leaving this organisation					
11	One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives					
12	One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice, another organisation may not match the overall benefits I have here.					
13	I do not feel any obligation to remain with my current employer					
14	Even if it were to my advantage, I do not feel it would be right to leave my organisation now					
15	I would feel guilty if I left my organisation now					
16	This organisation deserves my loyalty					
17	I would not leave my organisation right now because I have a sense of obligation to the people in it					
18	I owe a great deal to my organisation					

APPENDIX C-INFORMED CONSENT FROM PARTICIPANTS

UNIVERSITY OF KWAZULU-NATAL
Graduate School of Business & Leadership

Dear Respondent,

M Com Research Project
Researcher: Mosekami Mokgala (017 827 8502)
Supervisor: Dr Emmanuel Mutambara (031 260 8129)
Research Office: Ms P Ximba 031-260 3587

I, Mosekami Mokgala am an M.Com (Leadership Studies) student in the Graduate School of Business and Leadership, at the University of KwaZulu-Natal. You are invited to participate in a research project entitled Investigating transformational leadership practices and the influence on employees' commitment at Eskom's Camden Power Station.

The aim of this study is to: investigate transformational leadership practices at Camden Power Station and the influence on employee's organisational commitment and recommending leadership practices and factors that will enhance employee's organisational commitment.

Through your participation I hope to understand how you view current leadership practices, factors and your commitment to the organisation. The results of this survey are intended to contribute to recommending transformational leadership training that will be centred on employee commitment to the orgainisation.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this research project. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business Leadership, UKZN.

If you have any questions or concerns about participating in this study, please contact me or my supervisor at the numbers listed above.

It should take you about 20 minutes to complete the questionnaire. I hope you will take the time to complete the questionnaire.

Sincerely

Investigator's signature_____

Date_____

This page is to be retained by participant

UNIVERSITY OF KWAZULU-NATAL
Graduate School of Business and Leadership

M Com Research Project
Researcher: Mosekami Mokgala (017 827 8502)
Supervisor: Dr. Emmanuel Mutambara (031 260 8129)
Research Office: Ms P Ximba 031-2603587

CONSENT

I_____ (full
names of participant) hereby confirm that I understand the contents of this
document and the nature of the research project, and I consent to
participating in the research project. I understand that I am at liberty to
withdraw from the project at any time, should I so desire.

_____   _____

Signature of Participant   **Date**

This page is to be retained by researcher

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APPENDIX D-PERMISSION FROM UKZN ETHICS OFFICE

UNIVERSITY OF
KWAZULU-NATAL

INYUVESI
YAKWAZULU-NATALI

01 June 2016

Mr Mosekami Piet Mokgala (216069157)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Mokgala,

Protocol reference number: HSS/0533/016M
Project title: Investigating Transformational Leadership practices and the influence on employees' commitment at Escom's Camden Power Station

Full Approval – Expedited Approval

With regards to your application received on 13 May 2016. The documents submitted have been accepted by the Humanities & Social Sciences Research Ethics Committee and FULL APPROVAL for the protocol has been granted.

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

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

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

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

Yours faithfully

Dr Shamila Naidoo (Deputy Chair)

/ms

Cc Supervisor: Dr Emmanuel Mutambara
Cc Academic Leader Research: Dr Muhammud Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee
Dr Shenuka Singh (Chair)
Westville Campus, Govan Mbeki Building
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APPENDIX E -PERMISSION FROM ESKOM

Eskom

Date:
29 March 2016
Enquiries:
Mr Len Turner
Telephone:
+27 11 800-5184

To: The Registrar
UKZN

ETHICS CLEARANCE: CONFIRMATION OF ESKOM INTELLECTUAL PROPERTY RIGHTS AND SECURITY CLEARANCE FOR MASTERS RESEARCH

This memorandum serves as an ethics clearance; confirmation of Eskom intellectual property rights and security clearance for the continuation of Masters level research and write-up by Mr. Mokgala – details follow:

Mr Mosekami Mokgala
Manager Finance Business Centre
Group Finance
Camden Power Station
Tel: 017 827 8502 Cell: 071 427 8946 Fax: 086 665 0734
E-mail: mokgalm@eskom.co.za
Student Number: 216069157
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The research topic is INVESTIGATING TRANSFORMATIONAL LEADERSHIP PRACTICES AND THE INFLUENCE ON EMPLOYEES' COMMITMENT AT ESKOM'S CAMDEN POWER STATION.

Mr. Mokgala has followed due internal processes in terms of gaining permission for this research. It must be noted that this general clearance is for a limited period only, which will be for the rest of the financial year 2016 till end 2019, and in no way waives Eskom's Intellectual Property Rights.

Yours sincerely

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