

**THE EFFECT OF PERCEIVED LEADERSHIP STYLE ON
EMPLOYEE JOB SATISFACTION AT A SELECTED COMPANY IN
THE SOUTH AFRICAN AERONAUTICAL INDUSTRY.**

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**Dissertation submitted in partial fulfilment of the requirements for the
degree of Magister Technologiae: Business Administration in the Faculty
of Business at the Cape Peninsula University of Technology.**

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September 2012

DECLARATION

I hereby declare that “The effect of perceived leadership style on employee job satisfaction at a selected company in the South African aeronautical industry” is my own work, and that the opinions contained in it is my own and not necessarily those of the Cape Peninsula University of Technology. I also declare that this dissertation has not been submitted for any degree or examination at any other institution of higher learning, and that all references have, to the best of my knowledge, been correctly reported.

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Synopsis

The purpose of this research study was to investigate the effect that different leadership styles have on employee job satisfaction and organisational commitment within a high-tech South African organisation. The sample of this study consisted of 126 full time and part-time employees working in all functional levels in Company-x. The sample included both male and female respondents. Data was gathered by using a structured survey questionnaire which was delivered on site at Company-x. The questionnaire included a demographic/biographic section and three instruments namely the Mohrman-Cook-Mohrman Job Satisfaction Scales (MCMJSS), the Leaders Behaviour Descriptive Questionnaire (LBDQ) and the Organisational Commitment Questionnaire (OCQ). Of the 126 questionnaires that were returned only two were not completed.

The results indicate that respondents perceive their leaders' leadership style as being equal for initiating structure and consideration-oriented leadership styles. The results also indicated that respondents have a higher level of extrinsic job satisfaction than intrinsic job satisfaction and that the level of affective organisational commitment is above average. The findings show that only consideration-oriented leadership play a role in predicting 17.1 per cent of intrinsic job satisfaction and that initiating structure leadership has no significant effect in predicting intrinsic job satisfaction. The results showed that initiating structure and consideration-oriented leadership styles contribute to 36 per cent of the total variance that occurs within extrinsic job satisfaction. The findings also reveal that certain ratio and discrete demographic/biographic variables have no effect on job satisfaction and organisational commitment.

A number of conclusions and recommendations were drawn from this study which was based on the obtained results. The recommendations were aimed at improving the levels of intrinsic and extrinsic job satisfaction as well as the level of affective organisational commitment.

Acknowledgements

First and foremost I would like to thank the Lord God for giving me the willpower, wisdom, knowledge and insight to complete this project. I honestly believe that without my faith in God I would not have succeeded in completing this research study.

I also want to thank my parents Fred and Sophie Petersen who believed in me and who always kept me in their prayers. They always encouraged me when I felt like giving up and to me they will always be the wind beneath my wings. I would also like to thank my wife, Melanie, for being so understanding for all the times that I had to work long hours doing research and working on my paper. Thank you for your love and support and your belief in my ability to complete this project and also a big thanks for your eagerness to help with the proof reading of this paper.

I would like to give a special thanks to my supervisor Carly Steyn who was my mentor through this journey. I am really grateful for your guidance, support and encouragement.

Lastly, I would like to thank Erwin Schumann who is the managing director at Company-x for allowing me to perform my research study at his company and also a big thank you to all the respondents, who are also my work colleagues, who took part in this study for their brilliant cooperation and eagerness to help.

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CHAPTER ONE - INTRODUCTION

1.1 Introduction and problem statement

Company-x is a world leader in the production of aeronautical antenna systems and as such, requires highly skilled and motivated workers in order to maintain their competitive edge. Due to the complexity and hi-tech nature of their products, Company-x requires leaders who are capable of directing their human resources in the right way as far as quality, productivity and achievement of goals are concerned. It is thus expected of leaders at Company-x to exert leadership behaviours that will inspire and drive their workers to engage in worker behaviour that is congruent with what is required to achieve company goals and objectives.

During the last 5 years Company-x has been experiencing an increase in their employee turnover rates. Company-x management realizes that the increase in employee turnover can be attributed to several different aspects within the organisation. As a world leader in the development and manufacture of cutting edge satellite communication systems, Company-x recognizes the importance of retaining their skilled workforce as well as the costly implications attached to recruiting and retraining people with the necessary skills required to work within such a hi-tech industry. A number of exit interviews, held with employees leaving the organisation, indicated that employees experienced very low levels of job satisfaction, which was mainly attributed to the relationship between these employees and their designated leaders. As a result of the above mentioned information gathered during the exit interviews, Company-x's management decided to launch an investigation in order to determine the effectiveness of their current leadership methods as far as their staff is concerned. The current research will investigate the effect of perceived leadership styles on employee job satisfaction levels and organisational commitment within Company-x.

Job satisfaction and employee turnover are inversely proportional to each other. In layman's terms, this basically means that low employee job satisfaction levels lead to

higher employee turnover rates. Conversely, there will be a lower rate of absenteeism and employee turnover if employees experience high levels of job satisfaction (Bull, 2005: 13). Amongst all the different factors that have an influence on job satisfaction, leadership can be seen as one of the most important. A number of different studies (Seo, Ko & Price, 2004; Vance & Larson, 2002; Chiok Foong Loke, 2001; Martin, 1990; Dunham-Taylor, 2000; Stordeur, Vandenberghe & D'hoore, 2000; Hespanhol, Pereira & Pinto, 1999; Lowe, Kroeck & Sivasubramaniam, 1996; Berson & Linton, 2005; Morrison, Jones & Fuller, 1997; Mosadeghrad, 2003a, as cited in Rad & Yarmohammadian, 2006:13) which were carried out in a number of different countries concluded that there is a positive correlation between leadership and job satisfaction. Previous studies (Nealy & Blood, 1968; House & Filley, 1971; Greene & Schriesheim, 1977; Halpin, 1954; Patchen, 1962; Hodge, 1976; Kareberg & Horne, 1982, as cited in Bartolo & Furlonger, 2000: 88-91) have indicated that different dimensions of leadership have both positive and negative effects on job satisfaction. Schwepker (2001); Chen & Francisco (2003) and Wasti (2005) are of the opinion that organisational commitment can be seen as a facet of organisational effectiveness. As a facet of organisational effectiveness, organisational commitment contributes to an increase in perceived effectiveness which is evident in work performance and reduction of turnover (Al-Hussami, 2009: 37). Lok, Westwood & Crawford (2005: 504) observed that there is a greater amount of employee commitment within subcultures that are partially shaped by the behaviour of their leader.

1.2 Purpose of the study

The purpose of this research is to investigate the effect that different leadership styles have on employee job satisfaction and organisational commitment within Company-x. The core of this study is to explore the relationship between perceived leadership styles and employee job satisfaction levels and affective organisational commitment levels within a high-tech South African organisation. The investigation will use quantitative methods of inquiry, by making use of a company-wide survey which will take the form of a self administered questionnaire. The survey will be used to determine the levels of

intrinsic and extrinsic job satisfaction and affective organisational commitment that currently exist amongst the workers of Company-x, as well as the manner in which initiating and consideration-oriented leadership styles are perceived by employees within the organisation.

1.3 Research questions

Question 1: What are the current levels of employee job satisfaction within Company-x?

Question 2: What influence do demographic and biographic factors have on job satisfaction within Company-x?

Question 3: How do employees at Company-x perceive their manager's leadership style?

Question 4: What are the current levels of affective organisational commitment at Company-x?

Question 5: Is there a relationship between perceived leadership style, worker job satisfaction levels and organisational commitment at Company-x?

Question 6: What is the nature of this relationship?

1.4 Summary of sampling method and research methodology

The researcher chose to use the census survey method as a research strategy. The survey was conducted on the premises of Company-x and a self-administered structured questionnaire was used as means of collecting the required data for this study.

The questionnaire used in this study consisted of a demographics section followed by 3 instruments. The first instrument is called the Mohrman-Cook-Mohrman Job

Satisfaction Scales and is used to measure the level of intrinsic and extrinsic job satisfaction of employees (Chu, 2008: 65). The second instrument is called the Leadership Behaviour Descriptive Questionnaire and is used to measure perceived initiating and consideration-oriented leadership styles (Halpin, 1957: 1). The third instrument is called the Organisational Commitment Questionnaire and is used to measure level employee affective commitment (Meyer & Allen, 1991: 64).

The population that was studied during this research included all the people currently employed on a permanent and temporary basis within Company-x with the exclusion of the managing director and the unskilled production staff members. The unskilled production staff members include all production staff members that work on the production assembly lines, who don't have any formal technical qualifications. The unskilled production staff members were excluded from the population due to concerns that they might not have understood the purpose of the study and therefore might have had certain expectations as a result thereof. Such expectations could have lead to the involvement of labour unions, which could have cause undesired tension within Company-x. The population that was studied totalled an amount of 126 people and included both male and female workers at all functional levels within Company-x.

Out of the 126 respondents that took part in the study only two did not complete their questionnaires, giving an overall response rate of 98.4 per cent. The majority of the respondents are male (78.2%, n = 97) while 21.7 per cent of the respondents (n = 27) are female. The greater majority of the respondents (35.4%, n = 44) are in age groups 41 years and older while the minority of the respondents (11.2%, n = 14) are in age groups 36 to 40 years. Twenty-seven respondents (21.7%) fall in the age category 31-35 years, and 19.3 per cent (n = 24) of the respondents are in the age group 26-30 years. Fifteen of the respondents (12%) fall in the age category 10-25 years. the majority of the respondents are white (53.2%, n = 66) and that the minority are black (3.2%, n = 4). None of the respondents were Asian but fifty-four of them are coloured which accounted for 43.3 per cent of the population.

1.5 Objectives of the study

The objective of this research is to determine whether there is a relationship between the leadership style, practiced by the management team within Company-x, and the current level of job satisfaction and organisational commitment displayed by their staff. The reason why the researcher is aiming to determine the above-mentioned objective is to ascertain whether or not incorrect usage of leadership styles could be directly linked to the current rate of staff turnover experienced within Company-x. The researcher aims to determine the set objective by ascertaining whether or not there is a relationship between perceived initiating structure and consideration-oriented leadership styles and the level of intrinsic job satisfaction, extrinsic job satisfaction and affective organisational commitment. This relationship, if any, will be determined by measuring and analysing the current levels job satisfaction and organisational commitment of workers within Company-x as well as the manner in which they perceive their leaders' leadership style.

1.6 Significance of the research

Research involving the effects of leadership styles on job satisfaction and organisational commitment has been done in a number of different industries across the globe. Some of the most prominent studies related to this topic were done in the education section, the aviation sector and the manufacturing sector. In South Africa in particular, this type of study was performed in the clothing industry. Even though this type of study has been done in a number of industries it has never been done in a hi-tech design and manufacturing organisation such as Company-x. This study will give a unique perspective from a work environment (satellite communications industry) that has not been explored yet and will thus add significant value. The results obtained from the study will be added to the overall body of knowledge pertaining to leadership, job satisfaction and organisational commitment theories and the application thereof.

1.7 Definitions and terms

Leadership style - Leadership styles can be seen as a succession of managerial attitudes, behaviours, characteristics and skills based on an individual and organisations' values, leadership interests and reliability of employees in different situations (Rad & Yarmohammadian, 2006: 13).

Job satisfaction - Job satisfaction can be described as the feeling a person has about their job situation within an organisation. Job satisfaction as a whole can be defined as “a function of the perceived relationship of what one wants from ones job and what one perceives it as offering” (Lund, 2003: 222).

Organisational commitment - According to Mowday, Steers & Porter, (1979 as cited in Chin & Lin, 2009), organisational commitment can be referred to as an employee's emotional attachment and loyalty towards the organisation.

Employee perception - Employee perception indicates the paid staff's observation or understanding of a particular event.

The unskilled production staff members - The unskilled production staff members includes all production staff members of Company-x that work on the production assembly lines, who do not have any formal technical qualifications.

1.8 Chapter breakdown

Chapter 2 includes all the relevant literature that has relevance for this study. The literature review covers relevant points that affect leadership styles, job satisfaction and affective organisational commitment.

Chapter 3 provides information on the population of study and the sampling method. It also includes a concise description of the survey method that is used, as well as the

manner in which the research was administered. This chapter will also include an overview of the questionnaire that is used as well as the method of data analysis that is used to evaluate measured results.

Chapter 4 is dedicated to revealing the measured results. During the course of this chapter nothing will be assumed and no opinions will be given regarding the results of the measurements of the study.

In Chapter 5 the research questions are answered based on the obtained results. In this chapter the limitations of this study are also discussed. This chapter ends with a section in which the researcher draws conclusions and makes recommendations based on the results of the research study.

CHAPTER TWO – LITERATURE REVIEW

2.1 Introduction

This literature review makes use of academic journals, books and internet sites from various accredited sources. The majority of the journal articles, used to formulate this literature review, are current but a few published before 2000 were used in certain areas for the purpose of clarification. This chapter aims to review the relevant literature pertaining to the dependent and independent variables within this study. The three variables that will be discussed in this literature review include job satisfaction and organisational commitment, which are the dependant variables, and perceptions of leadership styles, which is the independent variable.

The first section of this chapter focuses on job satisfaction by discussing the different definitions of job satisfaction, the importance of job satisfaction and lastly the antecedents of job satisfaction. The second section of this chapter focuses on organisational commitment by discussing its various definitions, defining the three different types of organisational commitment and lastly discussing the antecedents of organisational commitment. The last section of this chapter focuses on leadership style by giving a brief conceptualisation of leadership style, followed by an overview of leadership theories, and concluding with a discussion on initiating and consideration-orientated leadership styles. This chapter is concluded by a brief summary that centres on the relationship between the three variables.

2.2 Job satisfaction

Job satisfaction is generally believed to be a very complicated phenomenon (Bull, 2005: 33) that can be considered as a multidimensional construct (Rad & Yarmohammadian, 2006: 12). In order to fully comprehend the concept of job satisfaction, one first needs to define what it is and how it has evolved in terms of the peer reviewed literature based on the subject. The following discussion aims to provide a summary of job satisfaction

in terms of its various definitions, the importance thereof and lastly the factors that influence job satisfaction. The relevance of this discussion, as far as this study is concerned, is to give the researcher a clear and concise understanding regarding job satisfaction which is one of the independent variables within this study. This will, in turn, help the researcher to draw relevant conclusions while conducting this study.

2.2.1 Definitions of job satisfaction

One of the earliest definitions of job satisfaction was given by Robert Hoppock in 1935. Hoppock (1935) stated that the construct of job satisfaction is grounded in the psychological, physiological and environmental circumstances which cause an individual to experience job satisfaction. According to Graham (1982: 68) job satisfaction can be seen as a measurement of an individual's feelings and attitude towards their job. Spector (1997) and Ellickson & Logsdon (2002) support Graham's (1982) view by defining job satisfaction as the degree to which employees like the different aspects of their jobs.

Job satisfaction is defined by Locke (1976: 1300) as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Locke (1976) further posited that the difference between job satisfaction and morale is found in the fact that job satisfaction focuses on the individual whose temporal orientation is on the present and the past whereas morale focuses on a group whose temporal orientation is towards the future. Churchill, Ford & Walker (1974: 255) are of the opinion that job satisfaction can be seen as the characteristics of the job and the work environment which can be found to be worthwhile, gratifying and satisfying or annoying and unsatisfying.

Glick (as cited in Graham & Messner, 1998: 197) defines job satisfaction as the response that a person exhibits after an appraisal of his/her current job within the workplace. Lofquist & Davis (1991:27) take Glick's notion of job appraisal a step further by positing that job satisfaction can be seen as "an individual's positive affective

reaction of the target environment as a result of the individual's appraisal of the extent to which his or her needs are fulfilled by the environment". According to Sancar (2009: 2856) job satisfaction can be seen as an amalgamation of intrinsic and extrinsic motivation.

From the above definitions of job satisfaction, it can be seen that scholars have used many terms to define it but almost all of the different definitions share the belief that job satisfaction is a work-related affective reaction" (Worrell, 2004: 11).

The current study makes use of Sancar's (2009: 2856) definition of job satisfaction which states that job satisfaction can be seen as an amalgamation of intrinsic and extrinsic motivation. It has to be noted that the concept of intrinsic and extrinsic motivation is based on theories of motivation which is commonly used (Worrell, 2004; Bull, 2005; Tshose, 2001) to elucidate the concept of job satisfaction. The theory pertaining to intrinsic and extrinsic motivators are discussed in this chapter as a part of the antecedents of job satisfaction under sections 2.2.3.2.1 and 2.2.3.2.2.

2.2.2 The importance of job satisfaction

Several authors (Johns, 1996; Luthans, 1989; Mullins, 1996, as cited in Luddy, 2005: 51) have emphasized that job satisfaction has an impact on employee turnover and organisational commitment. The following section discusses the importance of job satisfaction with regards to its impact on turnover and organisational commitment.

2.2.2.1 Job satisfaction and turnover

Job satisfaction can have a serious influence on employee turnover within an organisation (Bull, 2005: 13). According to Bull (2005), employee turnover will be lower if the job satisfaction levels of employees are higher. Turnover on the other hand will be higher, if job satisfaction levels are lower. Seven studies pertaining to job

satisfaction and turnover are quoted by Vroom (as cited in Spillane, 1973: 71) and all show that there is a negative correlation between the two variables although the significance and magnitude of the relationships are considerably different. A study performed by Igbaria & Guimaraes (1993: 167) yielded results which correlate with statements made by Bull (2005) and Vroom (as cited in Spillane, 1973: 71) showing that there is a definite inverse relationship between job satisfaction and employee turnover. Another study performed by Spillane (1973: 71) concluded that the reasons why employees stay with their organisations are primarily influenced by intrinsic factors of job satisfaction while the reasons for them leaving their organisations are influenced by extrinsic factors of job satisfaction. It is thus evident from the above mentioned literature extracts that the ability of an organisation to keep its employees satisfied in their job situation will affect their ability to maintain control over the rate of employee turnover within the organisation.

2.2.2.2 Job satisfaction and organisation commitment

Job satisfaction can be a major determinant of organisational commitment, performance and effectiveness. When employees are dissatisfied within their job situation they will exhibit a low level of commitment towards their organisation. This dissatisfaction could lead to employees looking at other issues within the organisation in order to justify them leaving their jobs. In some cases, employees can become emotionally withdrawn from their organisation as a result of dissatisfaction caused by factors such as the unavailability of growth opportunities within the organisation (Lok & Crawford, 2004: 321). In a study conducted by Harrison & Hubbard (1998: 619), relating to the commitment of Mexican employees in a U.S firm in Mexico, it was found that Mexican employees who experienced greater levels of job satisfaction with regards to extrinsic factors like pay, promotion, supervision, work and co-workers showed higher levels of commitment towards their organisation. A study conducted by Al-Hussami (2009: 36), in the nursing sector, concluded that employees will be more productive within their organisations if they feel greater levels of commitment towards their organisations. It is thus evident, from the above mentioned literature extracts, that job satisfaction

influences organisational commitment which in turn can affect overall employee productivity and ultimately the ability of an organisation to reach its goals.

2.2.3 Antecedents of job satisfaction

According to Nel, Van Dyk, Haasbroek, Schultz, Sonon & Werner (as cited in Luddy, 2005: 35), factors that have an influence on job satisfaction can be divided into two groups namely demographic/biographic determinants and organisational factors. A number of these determinants and factors are discussed below under their relevant headings.

2.2.3.1 Job satisfaction and demographic/biographic determinants

2.2.3.1.1 Job Satisfaction and age

Previous research performed with the aim of determining the influence age has on job satisfaction (Chambers, 1999; Cramer, 1993; Robbins, 2001; Staw, 1995; Tolbert & Moen, 1998) has been ambiguous (as cited in Bull, 2005: 43). Research performed by Belcastro & Koeske (1996); Billingsley & Cross (1992); Cramer (1993); Jones, Johnson & Johnson (2000); Larwood (1984); Loscocco (1990); Saal & Knight (1988) show that older people are more satisfied within their jobs than younger people (as cited in Bull, 2005:44). A study conducted by Schroder (2008: 236) among the employees at a Christian university shows that employees older than 50 years of age exhibit higher levels of overall job satisfaction in comparison to younger employees. The study also found that there is no statistical difference among the different age groups as far as intrinsic job satisfaction is concerned but a that high level of extrinsic job satisfaction is displayed by employees over the age of 50 years. According to Birdi, Warr & Oswald (as cited in Bull, 2005:44) the reason why older people exhibit higher levels of job satisfaction can be attributed to the fact that they are more comfortable within their work environment. Older workers have more realistic job expectations and are more tolerant of the powers that be. Jewel (as cited in Worrell, 2004: 19) is of the opinion that job satisfaction will start to decrease after age 55 which could be attributed to the natural ageing process setting in

and causing lower energy levels and thus less enthusiasm for work. Quinne, Staines & McCullough (as cited in Worrell, 2004:19) on the other hand, profess that job satisfaction does not drop off during the later stages of the employees work life because the employee might be enjoying better and more desirable positions within the company. Clark (as cited in Bull, 2005:45) maintains that younger workers might be more satisfied in their jobs because they have little experience of the labour market against which to benchmark their work. On the other hand a study performed by Iacqua, Schumacher & Li (1995: 59) shows that there is very little to no relationship between job satisfaction and age.

2.2.3.1.2 Job Satisfaction and gender

Studies pertaining to the relationship between job satisfaction and gender are generally also ambiguous. The reason for the ambiguity is mainly because no clear-cut relationship has been found between the two variables. On the one hand research has shown that men are generally more satisfied than women in the workplace. Al-Mashaan (in Bull, 2005:45-46) is of the opinion that men are more satisfied in their jobs than women because men have better chances of employment. He also argues that men have quicker chances of job advancements in comparison to that of women. Coward, Hogan, Duncan, Horne, Hiker & Felsen (as cited in Bull, 2005: 45) however, are of the opinion that women display higher levels of satisfaction in the workplace than men do, and that this phenomenon can be seen across most work environments. Some research has even shown that there is no real relationship between job satisfaction and gender in the workplace. A study conducted by Schroder (2008: 237) however shows that there are no statistical differences between males and females as far as overall, extrinsic and intrinsic job satisfaction are concerned.

2.2.3.1.3 Job Satisfaction and race

According to Brush & Pooyan (1987 in Worrell, 2004: 20) there are no significant differences in job satisfaction levels as far as the individual race of an employee is concerned. Brush & Pooyan (1987) came to this conclusion after comparing the results

of fifteen job satisfaction studies. A study performed by Weaver (1980) however, indicates that non whites show a decline in their job satisfaction levels in comparison to white workers. According to Weaver (1980) this could be as a result of unfair treatment in the work environment. Weaver (1980) is of the opinion that differences in job satisfaction levels do occur as a result of race, but these differences seem to disappear as soon as certain factors such as remuneration, education and status are controlled.

2.2.3.1.4 Job satisfaction and tenure (Years of service)

A study conducted by Igbaria & Guimaraes (1993: 165) amongst information center employees shows that there is a positive correlation between overall job satisfaction and tenure. During a study performed by Khillah (as cited in Schroder, 2008: 230) it was discovered that teachers who just started within the teaching profession, thus having no experience, showed high levels of job satisfaction. According to Khillar (as cited in Schroder, 2008: 230) the lowest levels of teacher job satisfaction occurred between the first and third year of practising within their profession with a continued increase in job satisfaction from the fourth year onwards. Findings of a study performed by Ma & MacMillian (1999) shows that there is a decrease in job satisfaction as a result of teachers staying in their profession for longer periods of time. A study conducted on 835 university employees by Schroder (2008: 238) found that there was no statistical difference between the levels of intrinsic and extrinsic job satisfaction as far as tenure was concerned.

2.2.3.2 Job satisfaction and organisational factors

2.2.3.2.1 Job satisfaction and extrinsic factors

Herzberg, Mausner, & Snyderman (1959) postulated that there are extrinsic factors or hygiene as they are referred to, which cause an increase in job dissatisfaction (Schroder, 2008: 227). According to Herzberg (1959, as cited in Smerek & Peterson, 2006: 230) these extrinsic factors include aspects such as salary and benefits, company policy, administration, status, security, relationships with supervisors, relationships with peers,

relationships with subordinates, work conditions and personal life. If these extrinsic factors were to be improved it could result in no job dissatisfaction on the part of the employee. This could, for instance cause employees to change their mind about leaving the organisation. The improvement of extrinsic factors does not mean that the employee will now suddenly become more productive in his/her job but that the employee will merely not be dissatisfied with their job situation. Thus a degradation of extrinsic factors can cause job dissatisfaction whereas a rectification of extrinsic factors will not necessarily lead to job satisfaction but to no job dissatisfaction (Smerek & Peterson, 2006: 230).

2.2.3.2.2 Job satisfaction and intrinsic factors

Herzberg, Mausner & Snyderman (1959, in Schroder, 2008: 227) posit that intrinsic factors, or motivators as they are also referred to, will cause an increase in employee job satisfaction. Intrinsic factors with regard to employees include, but are not limited to, aspects such as the perception that they are doing meaningful work, the perceived amount of respect that is given to them, the degree to which they are allowed to use their own ability and the freedom that they experience by being allowed to use their own work methods, a sense of recognition, having a sense of responsibility and being given the chance to grow and develop as a professional and a person (Schroder, 2008: 227). An improvement of intrinsic factors could lead to an increase of employee productivity but a decrease in intrinsic factors does not necessarily mean that an employee will be dissatisfied with his/her job (Smerek & Peterson, 2006: 231). According to Dodd-McCue & Write (as cited in Worrell, 2004: 24-25) job satisfaction can be positively influenced by the value of an employee's job function and the way that the employee identifies with that particular job function. During a study performed by Martinez-Ponz (as cited in Worrell, 2004: 24-25) it was found that in comparison to financial rewards, intrinsic rewards were more effective in increasing employee job satisfaction and commitment amongst teachers.

2.2.3.2.3 Job satisfaction and leadership behaviour

How employees perceive leadership in their organisations is one of the most important predictors of job satisfaction and can be seen as a key antecedent factor (Rad & Yarmohammadian, 2006: 12). A numbers of studies (Vance and Larson, 2002; Chiok Foong Loke, 2001; Martin, 1990; Dunham-Taylor, 2000; Berson & Linton, 2005; Mosadeghrad, 2003a, as cited in Rad & Yarmohammadian, 2006: 13) performed throughout the world have shown that there is a positive correlation between job satisfaction and perceptions of leadership. Studies performed by Bruce & Blackburn and Vroom (as cited in Worrell, 2004: 23) have indicated that employees are more satisfied in their job function, if they have a good relationship with their leaders.

The ability of an organisation to reach its goals and objectives depends on the effectiveness of the leadership styles practiced by its managers. By incorporating the correct leadership style, leaders can influence the job satisfaction, productivity and commitment of employees (Rad & Yarmohammadian, 2006: 13). During a study which was performed at Fedex, Robbins (as cited in Chang & Lee, 2007: 161) found that employees working under a manager with a transformational leadership style showed higher job satisfaction, productivity and lower employee turnover than employees working under a manager with a transactional leadership style.

Another study performed by Sancar (2009: 2860), in which significance of regression coefficients was considered, it was found that consideration oriented leadership behaviour is the only important variable in predicting job satisfaction amongst teachers. Sancar (2009: 2860) also found that initiation structure leadership behaviour has no significant predicting effect on teacher job satisfaction. On the other hand a study performed by Lok & Crawford (2004: 332), while using regression analysis, determined that initiating structure leadership behaviour has a significantly negative influence on job satisfaction.

A study performed by Rad & Yarmohammadian (2006: 21) in the health sector show that there is a statistically significant correlation between consideration oriented and

initiating structured leadership styles and extrinsic job satisfaction. Consideration oriented leadership style showed a positive correlation with supervision while initiating structure leadership style showed a negative correlation with fringe benefits. Both supervision and fringe benefits are factors contributing to extrinsic job satisfaction.

2.3 Organisational commitment

It was decided to include a measure of organisational commitment within this study. The reason why organisational commitment is included in this study is because the most repeated finding in the literature of commitment (Angle & Perry, 1981; Clegg, 1983; Mowday, Porter & Steers, 1982; Porter, Crampon & Smith, 1976; Wiener, 1982; Wiener & Vardi, 1980) indicates that there is an indirect relationship between turnover and commitment (as cited in Mentor, 2006). Research performed by Wasti (2005) and Wilson (2005, as cited in Al-Hussami, 2009: 37) revealed that an increase in commitment leads to a decrease in turnover and absenteeism. Over the last few decades the study of organisational commitment has arguably been one of the most omnipresent issues in studies pertaining to organisations. According to Freund (as cited in Chin & Lin, 2009: 803) this is greatly due to the fact that organisational commitment can be seen as the most important type of commitment as far as employee work performance and their desire to stay with their current place of employment is concerned. This section starts out by discussing the different definitions of organisational commitment which is followed by a brief definition of affective, continuance and normative commitment. This section is concluded by a discussion surrounding the antecedents of organisational commitment.

2.3.1 Definitions of organisation commitment

Commitment is defined by Buchanan (in Reyes, 2001: 328) as “a partisan, affective attachment to the goals and values of an organisation, to one’s role in relation to goals and values of an organisation, to one’s roles in relation to goals and values, and to the organisation for its own sake, apart from its purely instrumental worth”.

Schwepker (2001); Chen & Francisco (2003) and Wasti (2005) are of the opinion that organisational commitment can be seen as a facet of organisational effectiveness. As a facet of organisational effectiveness, organisational commitment contributes to an increase of perceived effectiveness which is evident in work performance and reduction of turnover (Al-Hussami, 2009: 37).

According to Mowday et al., (1982, as cited in Chin & Lin, 2009: 804), organisational commitment can be referred to as an employee's emotional attachment and loyalty towards the organisation.

Meyer & Allen (1991: 67) posit that organisational commitment comprises three components namely affective, continuance and normative commitment. Meyer & Allen (1991) developed the three component model after noticing that there are definite similarities and dissimilarities within the conceptualisation of organisational commitment.

2.3.2 Affective, normative and continuance commitment

The current study will make use of Meyer & Allen's (1991: 67) definition of organisational commitment. This study will however only include a measurement of affective commitment since the researcher wants to gauge how well the respondents identify with Company-x.

According to Mowday et al., (1982: 27) affective commitment can be defined as how strong an individual identifies him/herself with a particular organisation and to what degree they will have evolved themselves within that organisation. According to Hrebiniak & Alutto (1972: 556) continuance commitment can be defined as "a structural phenomenon which occurs as a result of individual-organisational transactions and alterations in side-bets or investments over time". Meyer & Allen (1991) and Mathieu & Zajac (1990) maintain that normative commitment can be seen as a type of commitment that is exhibited by individuals who have strong social ties and a high level of obligation towards the organisation in which they are employed (Yang, 2008: 432).

2.3.3 Antecedents of organisational commitment

2.3.3.1 Organisational commitment and organisational factors

2.3.3.1.1 Organisational commitment and job satisfaction

Organisational commitment is influenced by job satisfaction in a positive and significant manner. This influence decreases employees' intentions to leave their current places of work and subsequently reduces turnover (Yang, 2008: 432). Studies performed in the nursing sector of China by Wu & Norman, (as cited in Al-Hussami, 2009: 38) found that there is a positive correlation between job satisfaction and organisational commitment. This implies that nursing students that are satisfied with their jobs show more commitment towards the health care service. A similar study performed in the nursing sector of the United Kingdom by Redfern, Hannah, Norman & Martin, (2002: 515) also found that there is a strong relationship between job satisfaction and organisational commitment. A strong relationship between job satisfaction and organisational commitment was also found by Al-Aameri (2000: 533) during his study which he performed on registered nurses within Saudi Arabia.

2.3.3.1.2 Organisational commitment and leadership behaviour

Even though the literature advocates that there is a relationship between leadership behaviour and organisational commitment, there is insufficient empirical data to support this notion. According to Rai & Sinha and Yousef, (as cited in Yang, 2008:799) there is also a lack of specificity regarding the types of leadership style and their influence on organisational commitment. Studies performed by Agarwal, DeCarlo & Yvas (1999) and McNeese-Smith (1999b), established that leadership style has a positive influence on organizational behavior (as cited in Chin & Lin, 2009: 804). Studies performed by Eby, Freeman, Rush & Lance (1999: 475) found that the link between leadership style and organisational commitment can be mediated by another variable. By using meta-analyses Eby et al. (1999) discovered that the link between leadership style and organisational commitment was mediated by psychological motivation. Mullins (as

cited in Chin-Lin, 2009: 408) posited that a participative leadership style is more effective and that such a leadership style would positively influence organisational commitment. Lok, Westwood & Crawford (2005: 504) observed that there is a greater amount of employee commitment within subcultures that is partially shaped by their leader.

2.3.3.2 Organisational commitment and demographic/biographic factors

2.3.3.2.1 Organisational commitment and level of education

A study performed by Al-Hussami (2009: 43) has shown that there is a strong correlation between organisational commitment and level of education. Studies performed by Mathieu & Zajac (1990); DeCotiis & Summers (1987) and Mowday et al. (1982), show that educational level is negatively associated with organisational commitment. While conducting a study involving 180 employees employed within the Russian private sector, Buchko et al., (as cited in Al-Hussami, 2009: 39) discovered that there are no significant correlations between level of education and organisational commitment. On the other hand during a study performed by Sikorska- Simmons (2005: 196) it was found that staff members with higher levels of education working in the assisted living profession showed higher levels of commitment than those with lower levels of education.

2.3.3.2.2 Organisational commitment and tenure

Tenure refers to the length of time an employee is employed at a certain organisation. Research done by a number of researchers (Allen & Mowday, 1990; Dunham et al., 1994; Gerhart, 1990; Larkey & Morrill; 1995; Malan, 2002; Meyer & Allen, 1997; Mowday, et al., 1982, as cited in Bull, 2005: 57) found that there is a positive relationship between tenure and organisational commitment. Thus the longer an employee works at an organisation the more committed that employee becomes to the organisation. A possible explanation for this positive relationship between organisational commitment and tenure can be found in the assumption that there might

be a reduction in the availability of other job opportunities as a result of staying at one organisation for too long. Another possible explanation could be that the amount of years that is invested in a particular organisation could lead to a psychological attachment to that particular organisation (Bull, 2005: 57). The relationship between organisational commitment and tenure is unclear because studies undertaken by Luthans, McCaul & Dodd, (as cited in Bull, 2005: 58) show that there is no specific relationship between organisational commitment and tenure. During studies performed by Cramer (1993: 794) and Sikorska-Simmons (2005: 203) it was found that tenure is not affiliated with higher levels of commitment if age is used as a control variable.

2.3.3.2.3 Organisational commitment and age

Organisational commitment and age have been shown to be positively correlated (Angle & Perry, 1981: 7; Hrebiniak, 1974: 656; Lee, 1971: 222; Sheldon, 1971: 146). A possible reason for this positive relationship could stem from the assumption that the older you become the less suitable alternative employment opportunities will be available to you (Angle & Perry 1981: 7).

2.3.3.2.4 Organisational commitment and gender

From research done by Angle & Perry (1981: 7) it was found that women show higher levels of organisational commitment than men. This can partly be attributed to the assumption that women more committed to organisations because other work opportunities are not as readily available to them as they are to men (Mathieu & Zajac 1990, as cited in Harrison & Hubbard, 1998: 611). A number of other researchers (Billingsley & Cross 1992: 464; Harrison & Hubbard 1998: 611; Ngo & Tsang 1998: 261 and Wahn 1998: 263) however failed to find any relationship between gender and organisational commitment. There is thus uncertainty regarding the relationship between gender and organisational commitment. The current body of literature, pertaining to research performed on the subject of organisational commitment and gender, seems to support the notion that either there is no relationship between

organisational commitment and gender or that women are more committed to organisations than men (Wahn, 1998: 263).

2.4 Leadership styles

The job satisfaction and organisational commitment levels of employees can be affected by using the appropriate leadership style (Rad & Yarmohammadian, 2006: 13). According to Fiedler & Chemers (in Muller, 1991: 17), a leadership style is a particular set of behaviours which is displayed by an individual, regardless of a particular situation. Leadership styles can be seen as a succession of managerial attitudes, behaviours, characteristics and skills based on an individual and organisations' values, leadership interests and reliability of employees in different situations (Rad & Yarmohammadian, 2006: 13). In essence, leadership styles are basically the traits, behavioural tendencies and characteristic methods of a person in a leadership position. This section includes an overview of different leadership theories as well a discussion on initiating structure and consideration-oriented leadership styles. This section is concluded by a discussion based on prior research that was done on the relationship between initiating structure and consideration oriented leadership styles and job satisfaction and organisational commitment respectively.

2.4.1 Overview of leadership theories

The following section provides an overview of some of the leadership theories developed over the years. The reason why an overview of leadership theories is included in this literature review is because it will allow the researcher to gain a deeper understanding regarding the concept of leadership styles and what type of ideology has been used to explain this phenomenon in the past. This will also allow the researcher to make more informed interpretations and conclusions within the current study. The leadership theories that will be discussed in this section includes Trait Leadership theory, Behavioural Leadership theory, Path Goal theory, Situational Leadership theory, Transactional Leadership theory, Transformational Leadership theory, Charismatic Leadership theory, Servant Leadership theory and 6-L framework of leadership.

2.4.1.1 Trait Leadership theory

Trait theories profess that leaders are born with certain traits and characteristics that distinguishes them from other people (Taylor, 2009: 41). Trait theory differs from other theories in the sense that it focuses on personal qualities and characteristics rather than on the behaviours displayed by leaders (Gehring, 2007: 45-46).

2.4.1.2 Behavioural Leadership theory

The fundamental difference between trait theories and behavioural theories are based on the fact that trait theories maintain that leaders are born and cannot be created whereas behavioural theories, on the contrary, maintain that leaders can be created by mimicking the leadership behaviour of successful leaders (Robbins, Judge, Odendal & Roodt, 2009: 295). The behavioural approach towards understanding leadership is basically encompassed by the findings of two studies, which were performed independently at the Ohio State University and the University of Michigan respectively.

During research that was done at the University of Michigan, researchers identified two dimensions of leadership behaviour, which they deemed to be sufficient for effective leadership. These dimensions of leadership were named employee-oriented leadership and production or task-oriented leadership (Northouse, 2010: 71). According to Northouse (2010: 71), employee-oriented leadership merely referred to leaders who take personal interest in their employees and don't just see them as a means to an end. These types of leaders promote interpersonal relationships between themselves and their employees. Production-oriented leaders, on the other hand, are more interested in harnessing the efforts of their employees in attaining set goals without giving any thought towards the needs and feelings of their employees regarding their job. When employing the production-oriented leadership style, employers basically consider their employees as a means to an end. As a result of the study performed at the University of Michigan, researchers found that the employee-oriented leadership style is more effective in increasing productivity and job satisfaction among employees. The

production-oriented leadership style on the other hand, seems to decrease productivity as well as job satisfaction (Robbins et al., 2009: 295).

Research done at the Ohio State University, which was performed at approximately the same time as that of the research performed at the University of Michigan, also identified two leadership dimensions that accounted for most of the leadership behaviours described by employees. These two dimensions, or leadership styles, were called Initiating Structure and Consideration-Oriented leadership. The Initiating Structure dimension, relates to leaders that define and structure the role of their employees in order to attain a set goal. The Consideration dimension refers to leaders that facilitate team interaction, and who put emphasis on the relationship between themselves and their employees, in terms of trust and respect (Bartolo & Furlonger, 2000: 91).

In many ways the studies performed at the Michigan and Ohio State University can be seen to have yielded the same results. The Initiating Structure dimension as proposed by researchers at the Ohio State University is similar to that of the Production-Oriented dimension which was proposed by researchers at the University of Michigan. Likewise, the Consideration-Oriented dimension researched at the Ohio State University is similar to the Employee-Oriented dimension researched by the University of Michigan. Many experts in the field of leadership studies also refer to the initiation structure and Consideration-Oriented leadership styles as Task-Oriented and Employee-Oriented leadership respectively (Iqbal, 2009: 289). The fundamental difference between the two studies, however, is that researchers at the Ohio State University are of the opinion that effective leadership is only attainable if a combination initiation structure and consideration-oriented leadership are employed. Researchers at the University of Michigan, however, are of the opinion that effective leadership is attainable by employing employee-oriented and production-oriented leadership independently of each other (Robbins et al., 2009: 295).

2.4.1.3 Path-Goal theory

Leaders that lead by means of a Path-Goal leadership style reward and encourage their followers for goal achievement and also provide their followers with the necessary direction, clarity and assistance with the elimination of obstacles in order for them to attain their goals (Dixon & Hart, 2010: 55). House (1996: 327) identified four leadership styles namely Directive, Supportive, Participative and Achievement Orientated leadership. The directive leader is a type of leader that schedules the tasks of his/her followers. Directive leaders also provide guidance to their followers and let them know exactly what is expected from them. Supportive leaders aim to show concern for the needs of their followers by means of friendly interaction. Participative leaders use collective decision making by consulting their followers and using their suggestions before making any decisions. Achievement-oriented leaders expect their followers to perform at their highest level by setting goals for them to reach (House, 1996:327).

2.4.1.4 Situational Leadership theory

According to Hersey & Blanchard's (1993) situational leadership theory, leadership can be subdivided into two categories namely task oriented leaders and relationship oriented leaders (Blank, Weitzel & Green, 1990: 580). The correct leadership style would depend on the maturity level of the follower in a given work situation. Hersey & Blanchard's (1993) situational leadership theory includes Directing leadership, Coaching leadership, Participating leadership and Delegating leadership. Directing leadership will be used in a situation where the follower shows low competence, low commitment and unwillingness to do his job. A leader in this situation will show high task and low relationship focus. Coaching leadership will be used where the follower shows little competence and variable commitment, but is willing to do the job. A leader in this situation will show high task and high relationship focus. Participative leadership will be used where the follower shows high competence and variable commitment but is unwilling to do the required job. A leader in this situation will show low task and high relationship focus. Delegating leadership will be used where the follower is competent,

committed and willing to do his job. A leader in this situation will show low task and low relationship focus (Bolden, Gosling, Marturano & Dennison, 2003: 10).

2.4.1.5 Transactional Leadership

Transactional Leadership Theory professes that people are motivated by rewards and punishment. Leaders that practice Transactional Leadership tend to be more to the management side of the leaders/manager continuum (Taylor, 2009: 42-43). According to Bass (1990), Transactional leaders determine and define goals of their employees (Laka-Methebula, 2004: 272). Followers are remunerated with money and other simple rewards if they complete what they were required to do. The followers are given full responsibility for the tasks that are delegated to them even though they might not have the required resources or competencies to perform those tasks (Taylor, 2009: 43).

2.4.1.6 Transformational Leadership

Transformational Leadership Theory focuses on the importance of the relationship between the leader and the follower. Nichols & Shaw (as cited in Taylor, 2009: 43) are of the opinion that Transformational Leadership focuses on the empowerment and development of follower potential in attaining long term goals. According to Bass (1990), it is evident that Transformational leaders focus on the long and short term needs of their followers. Transformational leaders creates an environment of trust in which ideas can be shared (Laka-Mathebula, 2004: 21-22). Transformational leaders also transform the values of followers in such a way that they support the vision and goals of the organisation by creating a climate where relationships can be formed (Stone, Russell & Patterson, 2004: 350).

2.4.1.7 Charismatic leadership

The leadership behaviour of charismatic leaders makes their followers believe that they have extraordinary leadership abilities. The key characteristics of charismatic leaders are that they have vision and articulation, they are willing to take risks, they are

sensitive to their followers and they show unconventional behaviour (Robbins et al., 2009: 323). According to Yukl & van Fleet (as cited in Kelloway, Barling, Kelley, Comtois & Gatién, 2003: 163), charismatic leaders communicate with clear vision and express language that is emotionally appealing to the needs and values of their followers.

2.4.1.8 Servant Leader approach

The concept of servant leadership was initiated by Robert K. Greenleaf in which he professes that leaders should put the needs of others first (Russell, 2001: 78). According to Wilkes (as cited in Russell, 2001:79) servant leaders place great value on the fact that all people are equal. Wilkes (as cited in Russell, 2001:79) also states that servant leaders would sacrifice their own personal rights in order to serve others. The ethos of servant leadership is to serve others and not to be motivated by self-interest (Stone, Russell & Patterson, 2004: 352).

2.4.1.9 6-L Framework

According to Tirmizi's (2002) 6-L framework of leadership, there are 6 leadership dimensions. These dimensions include; leaders that show concern for others, leaders who practice what they preach, leaders who praise achievement, leaders that encourage and lead change, leaders who encourage development and leaders that are capable of getting followers to buy into their vision (Tirmizi, 2002: 272).

2.4.2 Initiating Structure and Consideration-oriented leadership

The current study will make use of the Ohio State University's two dimension theory of Initiating Structure and Consideration-Oriented leadership as framework for determining perceived leadership styles.

The Initiating Structure and Consideration-Oriented leadership styles were developed by researchers at the Ohio State University who, as a result of their research, concluded

that these two dimensions accounted for most of the leadership styles described by employees. The consideration dimension refers to leaders that are very concerned about the relationship between them and their employees. The initiating structure dimension refers to leaders that are very task orientated. In other words, they define and structure the role of their employees and themselves in order to attain a goal (Bartolo & Furlonger, 2000: 91). According to Harre & Lamb (as cited in Bartolo & Furlonger, 1999: 88), Initiation Structure leadership includes aspects such as planning, organising and controlling group tasks. Bass (1990) is of the opinion that Consideration-Oriented leaders are leaders that put high emphasis on the relationship between them and their followers.

There are four leadership styles that can be deduced from the independent relationship between initiating structure and consideration oriented leadership. The four types of leadership styles are illustrated in Figure 2.1 below:

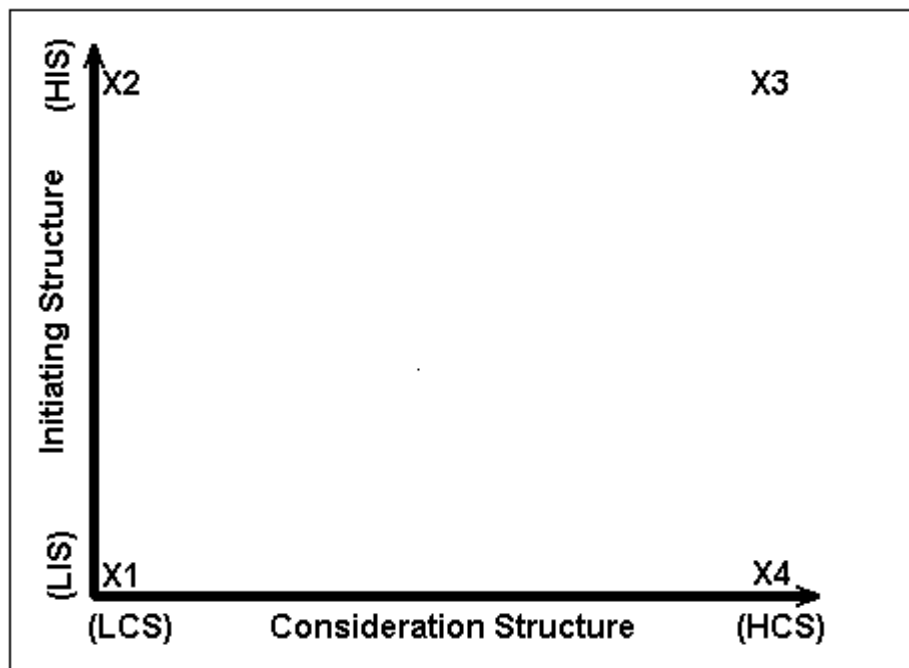


Figure 2.1: The four leadership styles associated with initiating structure and consideration oriented leadership. (Adapted from Robbins et al., 2009: 297)

LCS – Low Consideration Structure

HCS – High Consideration Structure

LIS – Low Initiating Structure

HIS – High Initiating Structure

In the above diagram the four different leadership styles associated with initiating and consideration structure is annotated by the letter “X”.

From Figure 2.1 it can be seen that X1 represents a leadership style that is both low in initiating and consideration structure. This type of leadership style would typically be used in a situation where an employee shows a high amount of commitment towards his/her job and is adequately trained to perform his/her work tasks.

X2 represents a leadership style that is high in initiating structure but low in the consideration structure. This leadership combination would typically be used in a situation where the employee shows a high level of commitment towards his/her job but is not adequately trained to perform his/her work tasks.

X3 represents a leadership style that is both high in initiating and consideration structure. This leadership combination would typically be used in a situation where an employee shows low levels of commitment towards his/her job function and is not adequately trained to perform his/her tasks.

X4 represents a leadership style that is low in initiating structure but high in consideration structure. This leadership combination would typically be used in a situation where an employee has been trained to perform his/her tasks but shows low levels of commitment towards his/her job.

2.4.3 Previous research on the relationship between leadership style and organisational commitment and job satisfaction.

Previous studies (Nealy & Blood, 1968; House & Filley, 1971) have indicated that Consideration-Oriented leadership is positively associated with job satisfaction. Initiating Structure leadership, on the other hand, is negatively associated with job satisfaction (Bartolo & Furlonger, 1999: 91). Other studies (Halpin, 1957; Patchen, 1962; Hodge, 1977) have shown that Consideration-Oriented leadership is negatively affiliated to job satisfaction and Initiating Structure is positively affiliated to job satisfaction.

Kateberg & Horne (cited in Bartolo & Furlonger, 1999: 88) maintain that initiating structure and consideration-oriented leadership are both positively affiliated to job satisfaction.

Dale & Fox (2008) suggests that organisational commitment is affected by initiating structure and consideration-oriented leadership styles (Davenport, 2010: 778). During a study conducted by Davenport (2011: 283) it was found that there is no correlation between organisational commitment and initiating structure leadership ($r = 0.006$, not significant). Davenport's (2011) study did however reveal that there is a significant and positive relationship between organisational commitment and consideration-oriented leadership ($r = 0.58$, $p > 0.05$).

A study performed by Lok et al. (2005: 505) shows that there is a statistically significant positive correlation between organisational commitment and both initiating structure and consideration-oriented leadership styles ($r = 0.20$, $p < 0.01$ and $r = 0.45$, $p < 0.001$, respectively).

2.5 Conclusion

This chapter has provided an overview of job satisfaction, organisational commitment and leadership theories. The leadership theories that were discussed include Trait Leadership theory, Behavioural Leadership theory, Path-Goal theory, Situational Leadership theory, Transactional Leadership theory, Transformational Leadership theory, Charismatic Leadership theory, Servant Leadership theory and 6-L framework

of leadership. This chapter also presented a discussion on consideration and initiating structure leadership styles with regards to what they encompass and their relationship with job satisfaction and organisational commitment. This chapter also delineated the effect that demographic/biographic determinates and organisational factors have on job satisfaction and organisational commitment.

CHAPTER TREE - METHODOLOGY

3.1 Introduction

The purpose of this chapter is to provide an outline of the research methods that were used to investigate the effect that different leadership styles have on an employee's job satisfaction and organisational commitment within the satellite communications industry of South Africa. This chapter delineates the survey methodology, measurement instruments, pilot study, survey administration, population and sample and data analysis utilized in this study.

3.2 Survey methodology

Real world quantitative social research can be accomplished by using three traditional research strategies namely experiments, surveys and case studies (Barnes, 2001: 1079). The researcher chose to use the census survey method as a research strategy. Neuman, (in Chu, 2008: 54), "noted that the principle of the sample size is the smaller the population, the bigger the sampling ratio has to be for an accurate sample". As a result of the small size of the population that was studied, the researcher decided not to use a sample that was smaller than the overall population but to include all the elements within the population. This type of surveying method is called a census. All 126 people in the study population were included in the census, which consisted of male and female respondents within all functional levels of Company-x.

The survey was conducted on the premises of Company-x and a self-administered structured questionnaire was used as means of collecting the required data for this study. Researchers will benefit from greater efficiency by using questionnaires (Barnes, 2001: 1086). According to McClelland (1994: 22) survey questionnaires provide respondents with an intimidation-free environment which gives them an advantage over interviews, focus groups and on-site observation. In this study it was decided to use self-administered structured questionnaires as the means of collecting the data required

for the research because self-administered questionnaires are more cost effective to administer than face to face interviews (EHES, 2010). Questionnaires are also convenient because the respondent can complete them on-site at work or in the comfort of his/her home (McClelland, 1994: 22-23). Most people are also familiar with the concept of questionnaires and have been exposed to it at some point in their lives, thus making it a more straightforward means of extrapolating information.

3.3 Pilot study

As soon as a questionnaire is drafted, a draft copy should be subjected to pre-testing which will serve to establish framework validity and reliability (McClelland, 1994: 24). A pilot study of the instruments used in this research was performed at Company-x. Four people, who work at Company-x, were asked to complete the four sections of the questionnaire and were chosen randomly from the development department of Company-x. The questionnaire can be seen in appendix B. Numbers were assigned to each unit in the population of study and MS Excel was used to generate four random numbers within the limits of the amount of units in the population. The randomly generated numbers were then used to pick the participants that took part in the pilot study. The objective of the pilot test was to identify ambiguities or awkward wording in the instructions and the survey questions. The group that participated in the pilot study all confirmed that the questions and statements within the survey questionnaires were clear and that the process of administration was easy to follow. The people that participated in the pilot study were excluded from the sample.

3.4 Population and sample

According to Huysamen (as cited in Bull, 2005: 38), a population includes all the members, cases and elements that the researcher intends to study. The population that was studied during this research included all the people currently employed on a permanent and temporary basis within Company-x with the exclusion of the managing director and the unskilled production staff members. The unskilled production staff members include all production staff members that work on the production assembly

lines, who don't have any formal technical qualifications. The unskilled production staff members were excluded from the population due to concerns that they might not have understood the purpose of the study and therefore might have had certain expectations as a result thereof. Such expectations could have led to the involvement of labour unions, which could have cause undesired tension within Company-x. The population that was studied totalled an amount of 126 people and included both male and female workers at all functional levels within Company-x. Out of the 126 respondents that took part in the study only two did not complete their questionnaires giving a response rate of 98.41 per cent.

Figure 3.1 below shows a breakdown of the various areas of employment of the respondents.

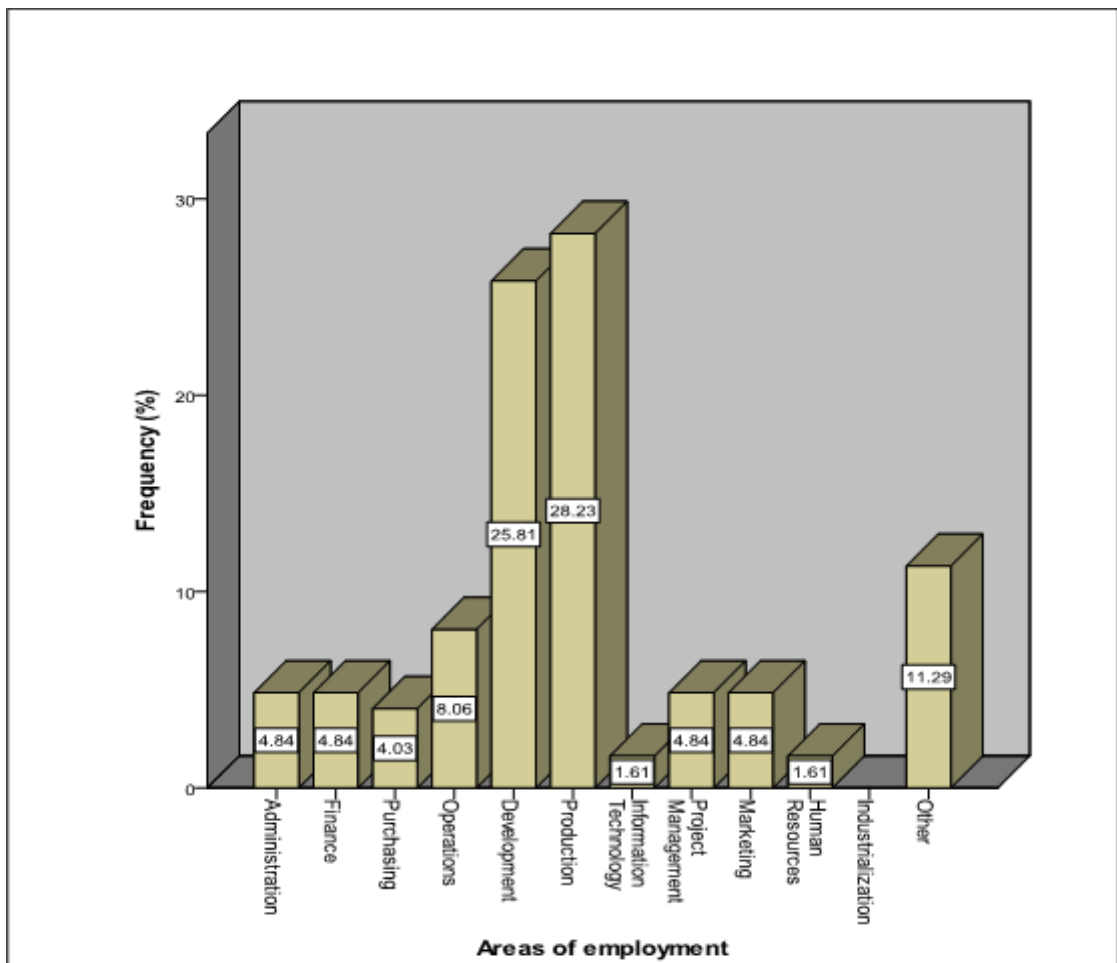


Figure 3.1: Current area of employment

As can be seen in Figure 3.1 the majority of the respondents work in the development (25.8%, n = 32) and production (28.2%, n = 35) departments. The minority of the respondents works in the human resources (1.6%, n = 2) and information technology (1.6%, n = 2) departments. The administration, project management, finance and marketing departments have six respondents each which accounts for 4.8 per cent per department. There are five respondents working in purchasing (4%) and ten working in operations (8%). The “Other” option was included for participants who didn’t want to disclose in which department they work and accounted for fourteen respondents (11.3%).

The demographic information of the population within this study is discussed below and includes gender, age, race, highest level of education, certificate of competence and tenure. Figure 3.2 depicts that the majority of the respondents are male (78.2%, n = 97) while 21.7 per cent of the respondents (n = 27) are female.

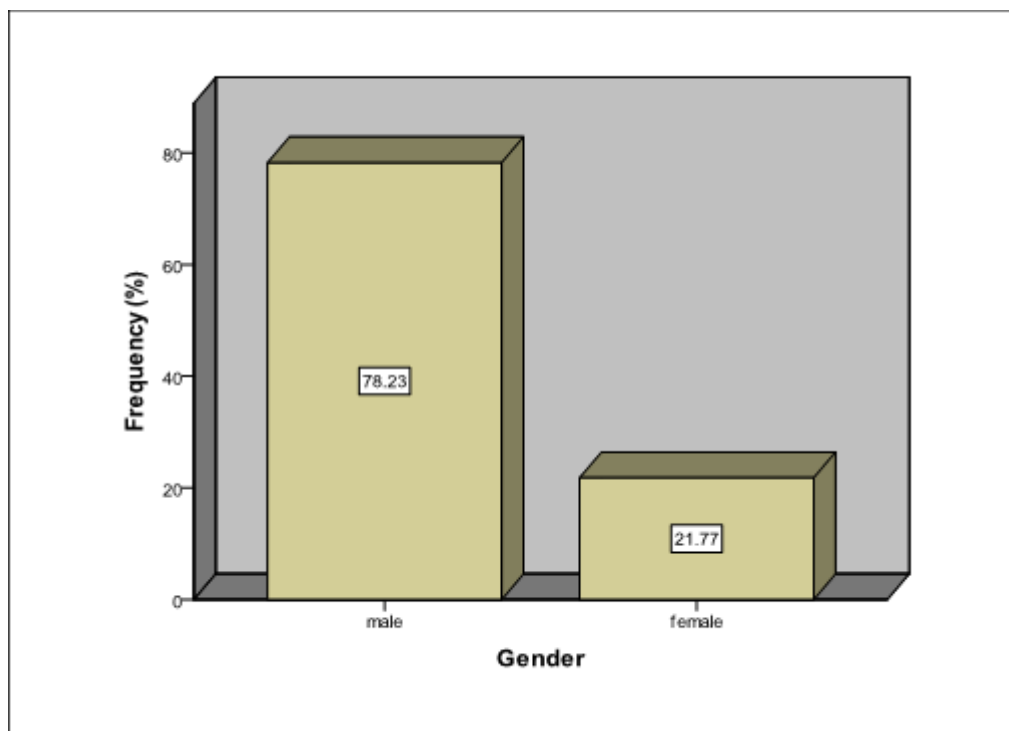


Figure 3.2: Gender (n = 124)

Figure 3.3 shows that the majority of the respondents (35.48%, n = 44) are in the age group 41 and over, while the minority of the respondents (11.29%, n = 14) are in the age group 36-40 years. Twenty-seven respondents (21.77%) fall in the age category 31-35 years, and 19.35 per cent (n = 24) of the respondents are in the age group 26-30 years. Fifteen of the respondents (12.0%) fall in the age category 10-25 years.

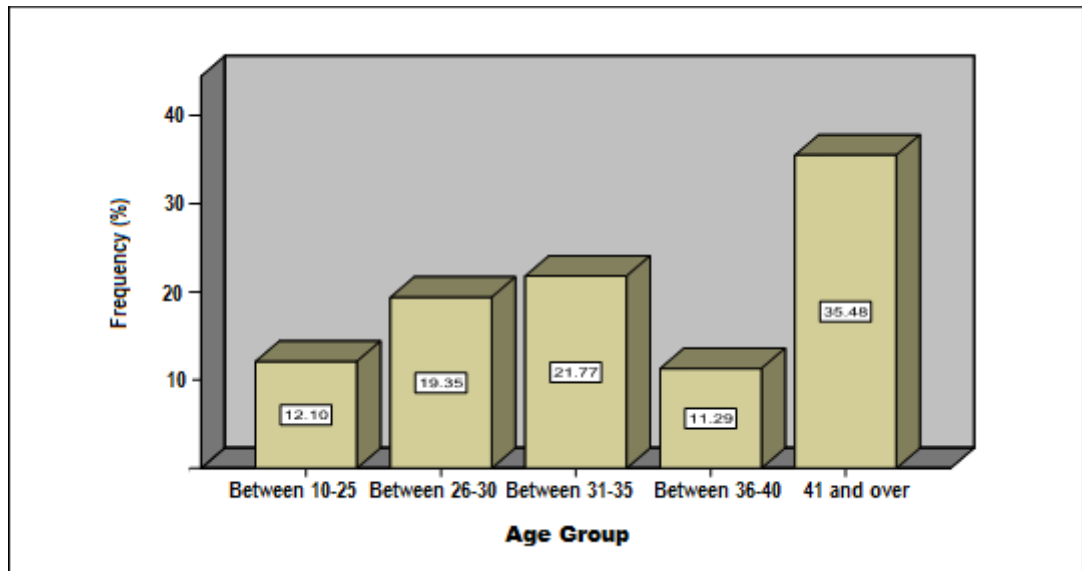


Figure 3.3: Age Group (n = 124)

In Figure 3.4 it is illustrated that the majority of the respondents are white (53.23%, n=66) and that the minority are black (3.23%, n = 4). None of the respondents were Asian but fifty-four of them are coloured which accounted for 43.33 per cent of the population.

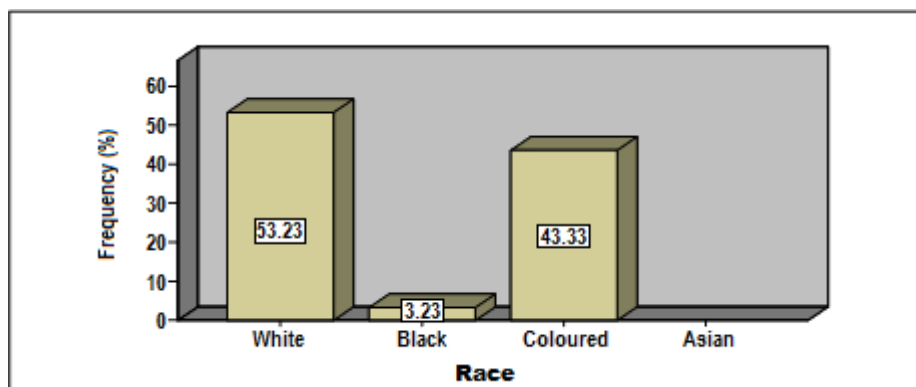


Figure 3.4: Race (n = 124)

Figure 3.5 show that the most of the respondents have a tertiary qualification (75.81%, n = 94). Four of the respondents attended some high school (3.23%) but never completed matric. Two respondents attended a technical/vocational school (1.61%). Three respondents (2.42%) didn't state what their highest level of qualification was.

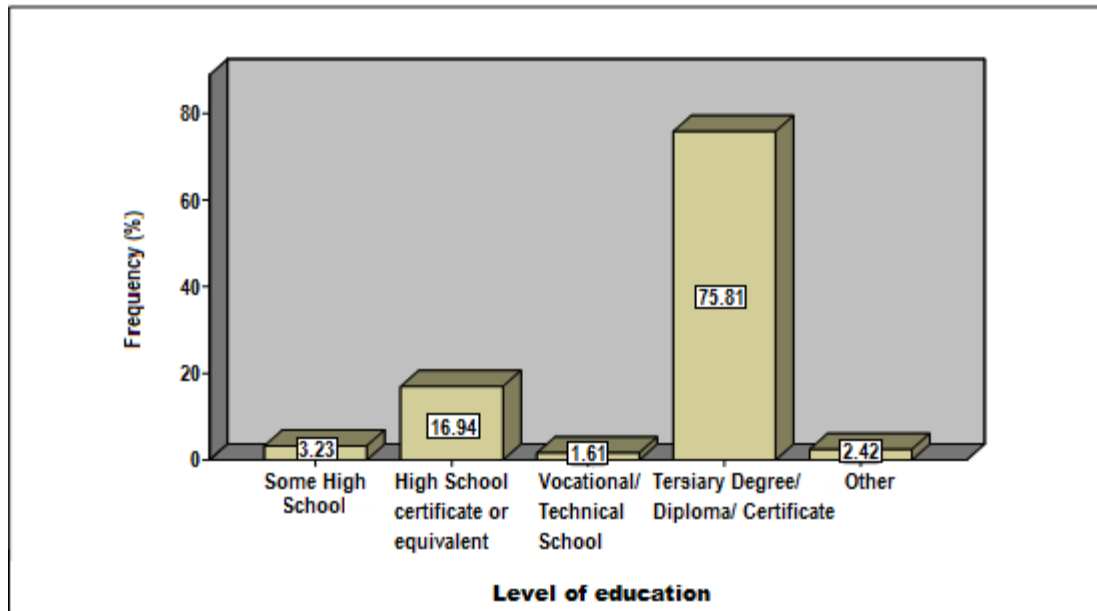


Figure 3.5: Level of education (n = 124)

Figure 3.6 illustrates that 51.61 per cent of the respondents indicated that they required a professional license or certificate (n = 64) to do their job and 48.39 per cent of the indicated that they did not require a professional license or certificate (n = 60) to do their job.

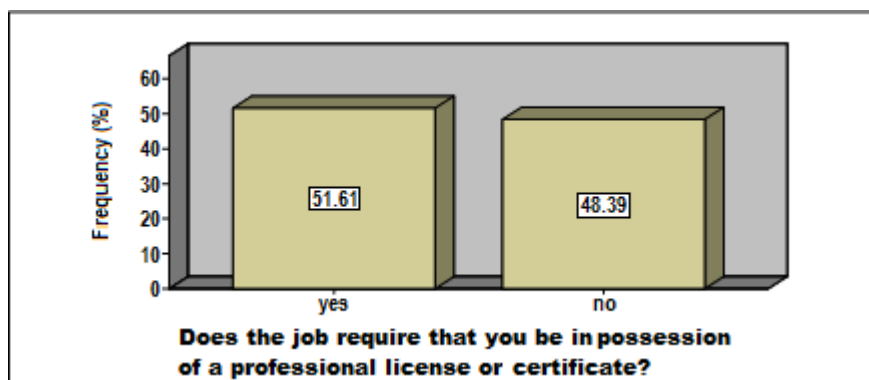


Figure 3.6: Certificate of competence (n = 124)

In Figure 3.7 it can be seen that the amount of respondents that have been working at Company-x for a period of five years is 49 people which accounts for 39.5 per cent of the population of study. Forty-one percent of the population of the study (n = 51) falls within the tenure bracket of six to ten years. Twenty respondents (16.1%) fall within the 11 to 15 years tenure bracket. Only four respondents fall within the 16 to 20 years tenure bracket which accounts for 3.2 per cent of the population of study.

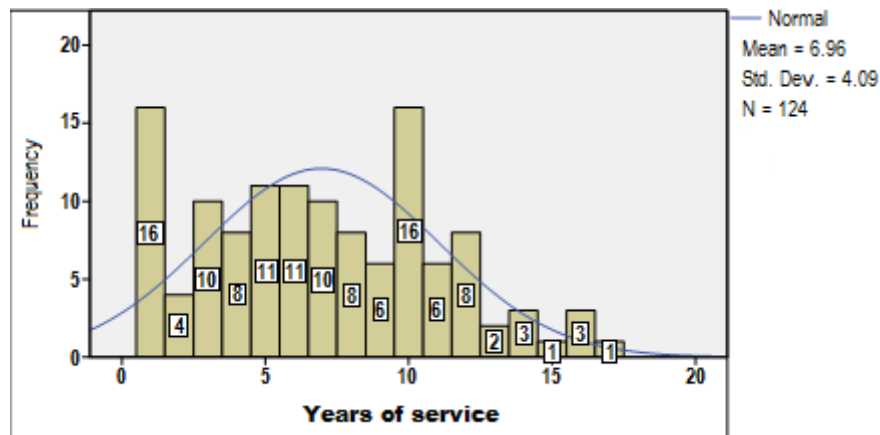


Figure 3.7: Tenure (n=124)

3.5 Questionnaire administration

The survey questionnaires were personally delivered and collected by the researcher on-site at Company-x. The questionnaires were delivered to the respective participants on the 1st of August 2011. This handing out process was stretched over a 10 day period. The questionnaire collection process commenced on the 1st of September 2011 and was stretched out over a period of 30 days allowing participants enough time to complete the questionnaires. All participants that took part in the study were informed of their right to ask questions and to obtain the results of the study (Chu, 2008: 55). Participants were informed that participating in this study was strictly voluntary. Each participant was informed of the purpose of the study, the importance thereof and how long they would be required to partake in the study. All information that was obtained from participants was kept confidential and all participants remained anonymous.

The biggest disadvantage of self-administered questionnaires is that they often present low response rates (EHES, 2010). The researcher circumvented this potential problem by personally presenting a cover letter with each questionnaire, to the respondents. The cover letter stated the purpose of the study and the importance of each respondent completing it within the designated time frame. The cover letter also emphasized that all information given by the respondents were to be held in strict confidence. A copy of the cover letter can be seen in appendix A.

Some respondents decided to drop their completed questionnaires off at the researcher's desk and others informed the researcher telephonically that their questionnaires were ready to be collected. Most of the respondents informed the researcher via e-mail to collect the completed questionnaires. Once the respondents informed the researcher that they were ready to hand in their questionnaires the collection process was fairly easy since the researcher is also an employee at Company-x and was within walking distance of each respondent. At the end of the final day of the questionnaire return period, the researcher sent out an e-mail to each respondent who took part within the study to thank them for their participation.

3.6 Instrumentation

The questionnaire used in this study consisted of a demographics section followed by three instruments. The first instrument measures employee job satisfaction and the second and third instruments measure leadership style and organisational commitment respectively. The following section will discuss the above mentioned questionnaire in greater detail. A copy of the questionnaire can be seen in appendix B.

3.6.1 Demographics Section

The demographics section used in this study includes questions relating to gender, age group, tenure, certificate of competency, highest level of education, current area of employment and race. The reason as to why these specific demographic variables were included in the demographics section was because each one of them may have an

influence on either the independent or the dependent variables within this study. These influences are discussed in the literature review of this research study. The researcher thus deemed it necessary to include these demographic variables in order to ascertain what influence they might have on the independent and dependent variables within the current study.

3.6.2 The measurement of job satisfaction

Job satisfaction has been defined in many different ways by different people and it is generally accepted that there is no single theory that can explain this phenomenon. It is therefore not surprising that there is more than one way of measuring job satisfaction. The current study utilized the Mohrman-Cook-Mohrman Job Satisfaction Scales (MCMJSS) as the measuring instrument for employee job satisfaction.

The MCMJSS was developed by Mohrman, Cook and Mohrman in 1977. The MCMJSS measures total job satisfaction through the summation of all the answers obtained in the questionnaire. The questionnaire is divided into two categories, one dealing with intrinsic job satisfaction and the other dealing with extrinsic job satisfaction. Each category contains 4 questions and a 6-point Likert type scale is used by participants to score their level of satisfaction for each statement. The scale ranges from 1 = low to 6 = high (Chu, 2008: 65). An example of the type of statements made within the intrinsic category of the questionnaire is as follows:

- The opportunity for personal growth and development in your job.
- The feeling of worthwhile accomplishment in your job.

An example of the type of statements made within the extrinsic category of the questionnaire is as follows:

- The feeling of being informed in your job.
- The amount of supervision you receive.

The construct validity of the MCMJSS is established in the fact that it is based on Herzberg's motivation-hygiene theory (Chu, 2008: 65). According to Mohrman et al.,

(as cited in Chu, 2005 :65) “the reliability of the instrument using Cronbach’s alpha for the intrinsic scale ranged from 0.81 to 0.87 while the extrinsic scale ranged from 0.77 to 0.88”. Nunnaly (in Tirmizi, 2002: 276) is of the opinion that 0.70 is an acceptable reliability co-efficient. The reliability of the MCMJSS was measured by the researcher during the current study and the Cronbach’s alpha for the intrinsic and extrinsic scales was found to be 0.807 and 0.759 respectively.

The reason why the MCMJSS was chosen to measure job satisfaction levels within the current research is because it is designed to determine job satisfaction by assessing intrinsic and extrinsic job satisfaction. The measurement of intrinsic and extrinsic job satisfaction falls within the planned framework that is based on Herzberg’s two-factor theory. The MCMJSS is also a valid reliable instrument of measuring job satisfaction.

3.6.3 The measurement of organisational commitment

The current study utilized the Organisational Commitment Questionnaire (OCQ) as the measuring instrument for determining the level of employee affective attachment towards their organisation.

The OCQ was developed by Mowday, Porter & Steers in 1979 and contains 15 statements that represent possible feelings that individuals might have about the organisation for which they work (Meyer & Allen, 1991: 64). When completing the questionnaire employees are asked to indicate their level of agreement or disagreement with regards to how they feel about various facets of the organisation at which they are currently employed by circling one number on the seven-point Likert scale. The scale included the following options: 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree nor disagree, 5 = slightly agree, 6 = agree, 7 = strongly agree (Al-Aameri, 2000:533). An example of the type of statements made within the questionnaire is as follows:

- I feel very little loyalty to this organisation.
- I find that my values and the organisation’s values are very similar.
- I really care about the fate of this organisation.

During a study performed by Al-Aameri (2000: 533) in the nursing sector the reliability of the instrument using Cronbach's alpha was found to be 0.80. The reliability of the OCQ was measured by the researcher during this study and the Cronbach's alpha was found to be 0.783. According to Mowday et al., (1982, as cited in Bull, 2005: 69) the OCQ has been found to have predictive validity based on its correlates with absenteeism, voluntary turnover and job performance. They also indicated that OCQ is correlated with the Organisational Attachment Questionnaire, with convergent validities across six diverse samples ranging from 0.63 to 0.70.

The rationale behind using the OCQ is based on the fact that it is a valid and reliable instrument for measuring organisational commitment. The OCQ is also the most commonly used measure of affective attachment displayed by employees towards their organisations (Meyer & Allen, 1991: 64).

3.6.4 The measurement of perceived leadership styles

The current study utilized the Leadership Behaviour Description Questionnaire (LBDQ) to measure perceived leadership styles.

The LBDQ measures perceived leadership styles and was developed by Winer and Halpin who identified initiating structure and consideration as the two fundamental dimensions of leadership behaviour (Halpin, 1957: 1). When completing the questionnaire, respondents annotate their choice by marking one of 5 adverbs. These adverbs include always, often, occasionally, seldom and never and are scored on a 5-point Likert-type scale. The questionnaire is divided into 2 sections that consist of 40 questions but only 30 of the 40 questions are scored. The other 10 questions were retained in the questionnaire to keep the conditions of administration comparable to those used in standardising the questionnaire (Halpin, 1957: 1). The first section deals with consideration (15 items) and the second section deals with initiating structure (15 items). An example of the type of statements made within the consideration section of the questionnaire is as follows:

- He does personal favours for group members.
- He is easy to understand.

An example of the type of statements made within the initiating structure section of the questionnaire is as follows:

- He makes his attitude clear to the group.
- He assigns group members to particular tasks.

The validity of the LBDQ was supported by Judge, Piccolo & Ilies (2004) after conducting extensive research on LBDQ meta-analysis (Iqbal, 2009: 292). The estimated reliability by the split half method is 0.83 for the Initiating structure scores and 0.92 for the consideration scores, when corrected for attenuation (Halpin, 1957: 2). The LBDQ has been used for research purposes in various areas which include military, industrial and educational settings (Halpin, 1957: 2). The reliability of the LBDQ was calculated during this study by using Cronbach's alpha. The Cronbach's alpha for the initiating structure and consideration scales were found to be 0.800 and 0.878 respectively.

The reason why the LBDQ was chosen to measure perceived leadership styles within the current research is because it allows leadership styles to be evaluated from the point of view of the follower or employee. Another reason for choosing this instrument is because it is the only instrument that aims to determine leadership styles by only assessing the dimensions of initiation structure and consideration orientated leadership. These two dimensions of leadership fall within the planned framework that is based on the Ohio State University's theory of leadership.

3.7 Data Analysis

A number of statistical methods were used to analyse the data that was collected during this study which includes both descriptive and inferential statistical methods. The inferential statistical methods that are used in this study include correlations, t-tests, analysis of variance (ANOVA) and multivariate multiple regression analysis. The above

mentioned statistical methods are discussed in this section. Data analysis was performed by using a computer aided software package called SPSS (Statistical Package for Social Science).

The purpose of descriptive statistics is to describe the measurable characteristics of a particular set of entities. The characteristics that are most often used include the means, the standard deviations and the counts, percentages and totals of a particular subset. The methods of descriptive statistics entails determining numerical values for the different types of characteristics, creating a summary of the values and depicting them on graphs, tables and charts (Wyllys, 1978: 4). The current study makes use of the means and standard deviations of independent variables which include age, gender, race, whether the job requires a professional license or certificate, years of service, highest qualification and area of employment. The totals, counts and percentages of these independent variables will also be utilised within this study.

The techniques of inferential statistics revolve around the process of investigating a sample of data of a particular population. As a result of the investigation or evaluation of the sample, certain inferences about some characteristics within the population are then made based on evidence present within the sample (Wyllys, 1978: 4). As mentioned above, the inferential statistical techniques that were used in this study includes correlations, t-tests, ANOVA's and multivariate multiple regression analysis. These statistical techniques will be briefly discussed in the following section.

The Pearson product-moment coefficient and the Spearman's Rho are correlation techniques which are used to provide an indication of the direction, magnitude and strength of the correlation between variables (Muijs, 2011: 126). In the context of the current study the Pearson product-moment coefficient was used to determine the direction, magnitude and strength of the correlation between leadership styles, job satisfaction and organisational commitment. Spearman's Rho was used as a nonparametric correlation to determine if there is any significant relationship between the means of the level job satisfaction and affective organisational commitment with regards to years of service (tenure).

A t-test is used to determine if there is any significant difference in the means of a dependant variable between two groups (Field, 2009: 324). During this study, t-test's were used to determine if there was any significant difference in the means of the level of job satisfaction and organisational commitment with respect to certain discrete demographic/biographic variables. These discrete demographic/biographic variables include gender and whether the respondents' job requires a professional license or certificate.

An Analysis of Variance (ANOVA) is a statistical technique that allows you to compare the mean score of a continuous variable between multiple groups (Muijs, 2011: 175). In context of this study ANOVA's were used to determine if there was a significant difference in the means of the level of job satisfaction and organisational commitment with regards to certain ratio demographic/biographic variables. These ratio demographic/biographic variables includes race, age and level of education

Multivariate multiple regression analysis is used when you have two or more dependent variables that are to be predicted from two or more predictors (UCLA: Academic Technology Services, Statistical Consulting Group [document not dated]). In the context of this study multivariate multiple regression analysis was used to determine if initiating structure and consideration-oriented leadership styles (independent variables) have an influence in predicting the outcome of job satisfaction (intrinsic and extrinsic) and affective organisational commitment (dependent variables).

3.8 Conclusion

The research methodology used in the current study was explained in the chapter. This chapter covered the survey methodology, the measurement instruments, pilot study, sample, administration and data analysis used during this study.

CHAPTER FOUR - RESULTS

4.1 Introduction

In this chapter the results of this study are presented. These results are based on empirical analysis used to answer the research questions. The chapter starts out with a discussion of the descriptive statistics which was used in this study. This is followed by a section which discusses the inferential statistics pertaining to the study. The chapter ends with a conclusion section, in which the various aspects covered in this chapter are summarized.

4.2 Descriptive Statistics

In this section the percentages, means and standard deviations of the data, pertaining to the relevant variables in this study, are discussed in order to gain an overall picture of the data being observed. This section starts out by discussing the means and standard deviations observed by using the MCMJSS. The next part of this section discusses the observed means and standard deviations obtained by using the LBDQ. The final part of this section discusses the observed means and standard deviations obtained by using the OCQ.

Table 4.1 presents the means and standard deviations of the responses that were obtained from the various scales of the three measurement instruments used in this study. It is evident from Table 4.1 that the means of intrinsic and extrinsic job satisfaction are 4.31 ($SD = 0.946$) and 4.53 ($SD = 0.940$) respectively. In terms of the MCMJSS an average level of intrinsic and extrinsic job satisfaction is 3.5 therefore it can be concluded that the level of job satisfaction at Company-x is moderately high. The average level of extrinsic job satisfaction is higher than that of the average level of intrinsic job satisfaction by a difference of 0.216 as can be seen in Table 4.2. A paired sample t-test, which can be seen in Table 4.2, was done in order to see if the difference between the means of intrinsic and extrinsic job satisfaction were statistically

significant. The test revealed that the difference in the average level of intrinsic and extrinsic job satisfaction is statistical significant ($t(123) = 3.516, p = 0.001$). It can thus be concluded that the average level of extrinsic job satisfaction is significantly higher than that of the average level of intrinsic job satisfaction.

From Table 4.1 it can be seen that the mean for perceived consideration leadership style is 2.60 ($SD = 0.643$) while the mean for perceived initiating structure leadership style is 2.57 ($SD = 0.534$). A paired sample t-test, which can be seen in Table 4.3, was done to determine if the difference in the means of perceived consideration and initiating structure leadership style is statistically significant. The test revealed that the difference in the means of perceived consideration and initiating structure leadership style is not statistically significant ($t(123) = 0.410, p = 0.683$). It can thus be concluded that, on average, respondents perceive their leaders to have equal levels of initiating structure and consideration-oriented leadership behaviour.

It can be seen in Table 4.1 that the mean level of affective organisational commitment within the population of study is 4.72 ($SD = 0.797$). In terms of the OCQ the average level of affective commitment is four. It can thus be concluded that the level of affective commitment within the study is moderately high.

Table 4.1 Means and standard deviations: Job satisfaction, perceived leadership style and affective commitment.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Intrinsic Job Satisfaction	124	2	6	4.31	.946
Extrinsic Job Satisfaction	124	2	6	4.53	.940
Consideration-oriented	124	0	4	2.60	.643
InitiatingStructure	124	1	4	2.57	.534
AffectiveCommitment	124	3	7	4.72	.797

Table 4.2 Paired t-test: Intrinsic vs. Extrinsic job satisfaction

		Paired Differences			t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean			
		Pair 1	IntrinsicSat - ExtrinsicSat	-.216	.683	.061	-3.516

Table 4.3 Paired t-test: Initiating structure vs. Consideration leadership style

		Paired Differences			t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean			
		Pair 1	Consideration - InitiatingStructure	.022	.599	.054	.410

4.3 The relationship between job satisfaction, organisational commitment and selected ratio demographic/biographic variables.

This section presents the results that were obtained by examining the relationship between job satisfaction (intrinsic and extrinsic), affective organisational commitment and the ratio demographic/biographic variables that are used in this study. During this study five types of inferential statistical methods were used, which include Pearson’s correlation coefficients, nonparametric correlations, t-tests, analysis of variance (ANOVA) and multivariate multiple regression. In this section, two of the five statistical methods are discussed with regards to their yielded results. The first statistical method that will be discussed is the nonparametric correlations which were performed in order to measure the strength of the relationship between years of service and job satisfaction (intrinsic and extrinsic) and affective organisational commitment respectively. The next statistical method that will be discussed is the ANOVA that was performed in order to

ascertain if there are any significant differences between the means of job satisfaction (intrinsic and extrinsic) and affective organisational commitment with regards to the age groups of the respondents. In the introduction of each Table, the independent variable is annotated as IV and dependent variable is annotated as DV.

4.3.1 Nonparametric correlations: Years of service vs. Job satisfaction and Affective commitment

Spearman's rank order correlations were performed in order to determine if there is a relationship between years of service and job satisfaction (intrinsic and extrinsic) and affective organisational commitment respectively. Correlations are regarded as significant if $p \leq 0.01$. Relationships between variables are regarded as weak if r is ≤ 0.1 ; modest if r is ≤ 0.3 ; moderate if r is ≤ 0.5 ; strong if r is ≤ 0.8 and very strong if r is > 0.8 . From Table 4.4 it can be seen that there is no significant relationship between years of service and intrinsic job satisfaction ($r_s = 0.041$, $p = 0.651$).

Table 4.4 Spearman's Rank Order correlation: Years of service (IV) vs. Intrinsic job satisfaction (DV)

Correlations			
			Intrinsic Job satisfaction
Spearman's rho	(Years of service)	Correlation Coefficient	0.041
		Sig. (2-tailed)	0.651
		N	124

It is evident from Table 4.5 that there is no significant relationship between years of service and extrinsic job satisfaction ($r_s = 0.058, p = 0.525$).

Table 4.5 Spearman’s Rank Order correlation: Years of service (IV) vs. Extrinsic job satisfaction (DV)

Correlations			Extrinsic Job Satisfaction
Spearman's rho	(Years of service)	Correlation Coefficient Sig. (2-tailed) N	0.058 0.525 124

As can be seen from Table 4.6 there is no significant relationship between years of service and affective organisational commitment ($r_s = -0.068, p = 0.455$).

Table 4.6 Spearman’s Rank Order correlation: Years of service (IV) vs. Affective commitment (DV)

Correlations			Affective Commitment
Spearman's rho	(Years of service)	Correlation Coefficient Sig. (2-tailed) N	-0.068 0.455 124

4.3.2 ANOVA: Age group vs. Job satisfaction and Affective commitment

In this section an ANOVA was performed on the age groups of the respondents (IV) with respect to job satisfaction (intrinsic and extrinsic) and affective commitment (DV). Significant levels are limited to $p \leq 0.05$.

It is evident from Table 4.7 and 4.8 that there is no significant statistical difference in the average levels of intrinsic and extrinsic job satisfaction with regards to the various

age groups of respondents $F(4, 119) = 0.137, p > 0.05$ and $F(4, 119) = 0.253, p > 0.05$ respectively.

Table 4.7 ANOVA: Age (IV) vs. Intrinsic job satisfaction (DV)

ANOVA						
		Sum of Squares	Df	Mean Squares	F	Sig.
JS Intrinsic	Between Groups	0.505	4	0.126	0.137	0.968
	Within Groups	109.479	119	0.920		
	Total	109.984	123			

Table 4.8 ANOVA: Age (IV) vs. Extrinsic job satisfaction (DV)

ANOVA						
		Sum of Squares	df	Mean Squares	F	Sig.
JS Extrinsic	Between Groups	0.914	4	0.229	0.253	0.908
	Within Groups	107.66	119	0.905		
	Total	108.574	123			

According to Table 4.9 it is evident that $p = 0.866$ and therefore it can be concluded that there is no significant statistical difference in the level of affective organisational commitment with regards to the various age groups of the respondents $F(4, 119) = 0.317, p > 0.05$.

Table 4.9 ANOVA: Age (IV) vs. Affective commitment (DV)

ANOVA						
		Sum of Squares	df	Mean Squares	F	Sig.
Affective Commit	Between Groups	0.824	4	0.206	0.317	0.866
	Within Groups	77.392	119	0.650		
	Total	78.216	123			

4.4 The relationship between job satisfaction, organisational commitment and selected discrete demographic/biographic variables

In this section the T-test's and ANOVA's which were performed in order to ascertain if there are any significant differences between the means of job satisfaction (intrinsic and extrinsic), affective organisational commitment and selected discrete demographic/biographic variables are discussed. The selected discrete demographic/biographic variables include gender, whether the respondents' job requires a professional license or certificate, race and level of education.

4.4.1 T-tests: Gender and "Whether the respondents' job requires a professional license or certificate" vs. Intrinsic and Extrinsic job satisfaction

In this section t-tests were performed on two independent variables, namely gender and whether the respondents' job requires a professional license or certificate. The dependent variables are job satisfaction (intrinsic and extrinsic) and affective organisational commitment. The significant levels are limited to $p \leq 0.05$.

From Table 4.10 it can be seen that male respondents have higher levels of intrinsic job satisfaction ($M = 4.33$, $SD = 0.975$) than female respondents ($M = 4.25$, $SD = 0.846$). From Table 4.11 however it can be seen that this difference is not statistically significant $t(122) = 0.399$, $p > 0.05$.

Table 4.10 Means and standard deviations: Gender (IV) vs. Intrinsic job satisfaction (DV)

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
JS Intrinsic	male	97	4.33	0.975	0.099
	female	27	4.25	0.846	0.163

Table 4.11 T-test: Gender (IV) vs. Intrinsic job satisfaction (DV)

Independent Samples Test - (Levene's test for equality)								
		F	Sig.	t	df	Sig. 2-tailed	Mean Diff.	Std. Error Diff.
JS	Equal variances assumed	0.589	0.444	0.399	122	0.690	0.082	0.206

It is evident from Table 4.12 that female respondents show higher levels of extrinsic job satisfaction ($M = 4.56$, $SD = 0.957$) than males, but from Table 4.13 it can be seen that this difference is not statistically significant $t(122) = -0.158$, $p > 0.05$.

Table 4.12 Means and standard deviations: Gender (IV) vs. Extrinsic job satisfaction (DV)

Group Statistics					
Dependent variable	Gender	N	Mean	Std. Deviation	Std. Error Mean
Extrinsic Job Satisfaction	male	97	4.52	0.940	0.095
	female	27	4.56	0.957	0.184

Table 4.13 T-test: Gender (IV) vs. Extrinsic job satisfaction (DV)

Independent Samples Test - (Levene's test for equality)								
		F	Sig.	T	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.
JS	Equal	0.138	0.711	-0.158	122	0.875	-0.032	0.205

Extrinsic	variances assumed							
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From Table 4.14 it can be seen that female respondents have higher levels of affective commitment ($M = 3.30$, $SD = 0.773$) in comparison to male respondents ($M = 3.28$, $SD = 0.808$), but this difference, according to Table 4.15, is not statistically significant $t(122) = -0.083$, $p > 0.05$.

Table 4.14 Means and standard deviations: Gender (IV) vs. Affective commitment (DV)

Group Statistics					
Dependent variable	Gender	N	Mean	Std. Deviation	Std. Error Mean
Affective Commitment	male	97	3.28	0.808	0.082
	female	27	3.30	0.773	0.149

Table 4.15 T-test: Gender (IV) vs. Affective commitment

Independent Samples Test - (Levene's test for equality)								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.
Affective Commitment	Equal variances assumed	0.103	0.749	-0.083	122	0.934	-0.015	0.174

As can be seen from Table 4.16, respondents who did not require a professional license or certificate to perform their work have a higher level of intrinsic job satisfaction ($M = 4.18$, $SD = 0.914$) than respondents who did require a professional license or certificate

($M = 4.45$, $SD = 0.966$). From Table 4.17, however, it can be seen that this difference is not statistically significant $t(122) = -1.602$, $p > 0.05$.

Table 4.16 Means and standard deviations: “Does your job require a professional license or certificate” (IV) vs. Intrinsic Job Satisfaction (DV).

Group Statistics					
Dependent variable	Does your job require a professional licence or certificate of competence?	N	Mean	Std. Deviation	Std. Error Mean
JS Intrinsic	Yes	64	4.18	0.914	0.114
	No	60	4.45	0.966	0.125

Table 4.17 T-test: “Does your job require a professional license or certificate” (IV) vs. Intrinsic job satisfaction (DV)

Independent Samples Test - (Levene's test for equality)								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.
JS Intrinsic	Equal variances assumed	0.507	0.478	-1.602	122	0.112	-0.271	0.169

From Table 4.18 it can be seen that respondents requiring a professional license or certificate to do their job showed lower levels of extrinsic job satisfaction ($M = 4.48$, $SD = 0.922$) in comparison to those who did ($M = 4.58$, $SD = 0.963$), but this difference, according to Levene's test for equality of variances which is displayed in Table 4.19, is statistically not significant $t(122) = -0.560$, $p > 0.05$.

Table 4.18 Means and standard deviations: “Does your job require a professional license or certificate” (IV) vs. Extrinsic job satisfaction (DV)

Group Statistics					
Dependent variable	Does your job require a professional licence or certificate of competence?	N	Mean	Std. Deviation	Std. Error Mean
JS Extrinsic	Yes	64	4.48	0.922	0.115
	No	60	4.58	0.963	0.124

Table 4.19 T-test: “Does your job require a professional license or certificate” (IV) vs. Extrinsic Job Satisfaction (DV)

Independent Samples Test - (Levene's test for equality)								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.
JS Extrinsic	Equal variances assumed	0.763	0.384	-0.560	122	0.577	-0.095	0.169

From Table 4.20 it can be seen that respondents who did not require a professional license or certificate to do their job have higher levels of affective commitment towards their organisation ($M = 3.29$, $SD = 0.821$) in comparison to respondents who did require it ($M = 3.28$, $SD = 0.781$). But as can be seen in Table 4.21 this difference is not statistically significant $t(122) = -0.113$, $p > 0.05$.

Table 4.20 Means and standard deviations: “Does your job require a professional license or certificate” (IV) vs. Affective commitment (DV)

Group Statistics					
Dependent variable	Does your job require a professional licence or certificate of competence?	N	Mean	Std. Deviation	Std. Error Mean
Affective Commitment	Yes	64	3.28	0.781	0.098
	No	60	3.29	0.821	0.106

Table 4.21 T-test: “Does your job require a professional license or certificate” (IV) vs. Affective commitment (DV)

Independent Samples Test - (Levene's test for equality)								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.
Affective Commitment	Equal variances assumed	0.291	0.591	-0.113	122	0.910	-0.016	0.144

4.4.2 ANOVA: Race and Level of education vs. Job satisfaction and Affective commitment

In this section the ANOVA that was performed on the race and level of education of the respondents, will be discussed. The dependent variables are job satisfaction (intrinsic and extrinsic) and affective organisational commitment.

As indicated in Table 4.22, $p = 0.795$ and therefore it can be concluded that there is no significant statistical difference in the level of intrinsic job satisfaction with regards to

the race of the respondents $F(2, 121) = 0.230, p > 0.05$. It is also evident from Table 4.23 that there is no significant statistical difference in the average level of extrinsic job satisfaction with regards to the race of the respondents, $F(2, 121) = 0.207, p > 0.05$.

Table 4.22 ANOVA: Race (IV) vs. Intrinsic job satisfaction (DV)

ANOVA						
		Sum of Squares	df	Mean Squares	F	Sig.
JS Intrinsic	Between Groups	0.417	2	0.209	0.230	0.795
	Within Groups	109.567	121	0.906		
	Total	109.984	123			

Table 4.23 ANOVA: Race (IV) vs. Extrinsic job satisfaction (DV)

ANOVA						
		Sum of Squares	df	Mean Squares	F	Sig.
JS Extrinsic	Between Groups	0.370	2	0.185	0.207	0.813
	Within Groups	108.204	121	0.894		
	Total	108.574	123			

From Table 4.24 it is evident that $p = 0.755$ and therefore it can be concluded that there is no significant statistical difference in the level of affective organisational commitment with regards to the race of the respondents $F(2, 121) = 0.282, p > 0.05$.

Table 4.24 ANOVA: Race (IV) vs. Affective commitment (DV)

ANOVA						
		Sum of Squares	df	Mean Squares	F	Sig.
Affective Commitment	Between Groups	0.363	2	0.181	0.282	0.755
	Within Groups	77.854	121	0.643		
	Total	78.216	123			

As indicated in Table 4.25, $p = 0.932$ and therefore it can be concluded that there is no significant statistical difference in the level of extrinsic job satisfaction with regards to the level of education of respondents $F(4, 119) = 0.211, p > 0.05$. From Table 4.26 it can be seen that $p = 0.186$ and therefore it can be concluded that there is no significant statistical difference in the level of intrinsic job satisfaction as far as respondents level of education are concerned $F(4, 119) = 1.573, p > 0.05$.

Table 4.25 ANOVA: Level of education (IV) vs. Extrinsic job satisfaction (DV)

ANOVA						
		Sum of Squares	df	Mean Squares	F	Sig.
JS Extrinsic	Between Groups	0.764	4	0.191	0.211	0.932
	Within Groups	107.810	119	0.906		
	Total	108.574	123			

Table 4.26 ANOVA: Level of education (IV) vs. Intrinsic job satisfaction (DV)

ANOVA						
		Sum of Squares	df	Mean Squares	F	Sig.
JS Intrinsic	Between Groups	5.524	4	1.381	1.573	0.186
	Within Groups	104.460	119	0.878		
	Total	109.984	123			

It can be seen from Table 4.27 that $p = 0.407$ and therefore it can be concluded that there is no significant statistical difference in the average level of affective commitment with regards to the level of education of respondents $F(4, 119) = 1.006, p > 0.05$.

Table 4.27 ANOVA: Level of education (IV) vs. Affective commitment (DV)

ANOVA						
		Sum of Squares	df	Mean Squares	F	Sig.
JS Intrinsic	Between Groups	2.559	4	0.640	1.006	0.407
	Within Groups	75.657	119	0.636		
	Total	78.216	123			

4.5 The relationship between job satisfaction, perceived leadership style and organisational commitment.

4.5.1 Pearson's Correlation Coefficients

Table 4.28 presents the correlations that exist between the variables that were measured during this study. Correlations are regarded as significant if $p \leq 0.01$. Relationships between variables are regarded as weak if r is ≤ 0.1 ; modest if r is ≤ 0.3 ; moderate if r is ≤ 0.5 ; strong if r is ≤ 0.8 and very strong if r is > 0.8 .

From Table 4.28 it is evident that there is a significantly strong positive relationship between intrinsic job satisfaction and affective commitment ($r = 0.615$, $p < 0.01$). This means that higher levels of the affective commitment are associated with higher levels of intrinsic job satisfaction. There is also a significantly strong positive relationship between intrinsic and extrinsic job satisfaction ($r = 0.737$, $p < 0.01$). There is a significantly moderate positive relationship between intrinsic job satisfaction and both consideration-oriented and initiating structure leadership styles ($r = 0.382$, $p < 0.01$ and $r = 0.325$, $p < 0.01$ respectively). There is a significantly strong positive relationship between extrinsic job satisfaction and affective organisational commitment ($r = 0.537$, $p < 0.01$).

From Table 4.28 it is also evident that there is a significantly strong positive relationship between extrinsic job satisfaction and consideration-oriented leadership

style ($r = 0.562, p < 0.01$). There is a significantly moderate positive relationship between extrinsic job satisfaction and initiating structure leadership style ($r = 0.462, p < 0.01$). There is also a significantly moderate positive relationship between consideration-oriented leadership and affective commitment ($r = 0.346, p < 0.01$). This means that higher levels of the perceived consideration-oriented leadership style are associated with higher levels of affective organisational commitment. A significantly moderate positive relationship is evident between initiating structure leadership and consideration-oriented leadership ($r = 0.495, p < 0.01$). There is a significantly moderate positive relationship between initiating structure leadership and affective organisational commitment ($r = 0.332, p < 0.01$).

Table 4.28 Correlations between Job satisfaction, Leadership style and Affective commitment

		Correlations				
		Intrinsic JS	Extrinsic JS	Consideration	Initiating Structure	Affective Comm.
Intrinsic Job satisfaction	Pearson Correlation	1	.737**	.382**	.325**	.615**
	Sig. (2-tailed)		0	0	0	0
	N	124	124	124	124	124
Extrinsic Job Satisfaction	Pearson Correlation	.737**	1	.562**	.462**	.537**
	Sig. (2-tailed)	0		0	0	0
	N	124	124	124	124	124
Consideration	Pearson Correlation	.382**	.562**	1	.495**	.346**
	Sig. (2-tailed)	0	0		0	0
	N	124	124	124	124	124
Initiating Structure	Pearson Correlation	.325**	.462**	.495**	1	.332**
	Sig. (2-tailed)	0	0	0		0
	N	124	124	124	124	124

Affective Commit	Pearson Correlation	.615**	.537**	.346**	.332**	1
	Sig. (2-tailed)	0	0	0	0	
	N	124	124	124	124	124

4.5.2 Multivariate multiple regression analysis

During this study a multivariate multiple regression analysis was done to determine how well perceived leadership style (initiating structure and consideration-oriented) can predict job satisfaction (intrinsic and extrinsic) and affective commitment. The dependent variables are intrinsic job satisfaction, extrinsic job satisfaction and affective organisational commitment and the independent variables are initiating structure and consideration-oriented leadership style. Significant levels are limited to $p \leq 0.05$.

By using Wilk's lambda, as seen in Table 4.29, the combined dependent variables (intrinsic and extrinsic job satisfaction and affective commitment) resulted in significant main effects for initiating structure, $F(3, 119) = 3.274$, $p < 0.05$, and consideration-oriented leadership style, $F(3, 119) = 9.400$, $p < 0.001$.

Table 4.29 Multivariate multiple regression: Intrinsic job satisfaction, Extrinsic job satisfaction and Affective commitment (DV) vs. Consideration and Initiating structure leadership style (IV)

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.863	250.382 ^a	3.000	119.000	.000
	Wilks' Lambda	.137	250.382 ^a	3.000	119.000	.000
	Hotelling's Trace	6.312	250.382 ^a	3.000	119.000	.000
	Roy's Largest Root	6.312	250.382 ^a	3.000	119.000	.000
Consideration	Pillai's Trace	.192	9.400 ^a	3.000	119.000	.000
	Wilks' Lambda	.808	9.400 ^a	3.000	119.000	.000
	Hotelling's Trace	.237	9.400 ^a	3.000	119.000	.000
	Roy's Largest Root	.237	9.400 ^a	3.000	119.000	.000

Initiating	Pillai's Trace	.076	3.274 ^a	3.000	119.000	.024
Structure	Wilks' Lambda	.924	3.274 ^a	3.000	119.000	.024
	Hotelling's Trace	.083	3.274 ^a	3.000	119.000	.024
	Roy's Largest Root	.083	3.274 ^a	3.000	119.000	.024

In order to investigate the effects of the statistically significant multivariate tests, univariate tests were performed on each dependent variable. From Table 4.30 it can be seen that for intrinsic job satisfaction there is a significant main effect on consideration-oriented leadership style, $F(1, 121) = 9.484, p < 0.05$. However, for intrinsic job satisfaction there is no significant effect on initiating structure leadership style, $F(1, 121) = 3.545, p > 0.05$.

From Table 4.30 it is also evident that for extrinsic job satisfaction there is a significant effect for both consideration oriented $F(1, 121) = 27.847, p < 0.001$ and initiating structure $F(1, 121) = 8.425, p < 0.05$ leadership styles. It can also be seen from Table 4.30 that for affective organisational commitment there is a significant effect for both consideration oriented $F(1, 121) = 6.262, p < 0.001$ and initiating structure $F(1, 121) = 4.885, p < 0.05$ leadership styles.

It is evident from the Figure 4.30 that perceived leadership style (initiating structure and consideration-oriented) is responsible for 17.10 per cent ($R^2 = 0.172$) of the variance that exists within intrinsic job satisfaction. The univariate tests in Table 4.30, however show, that the effect that initiating structure leadership style have on intrinsic job satisfaction is not statistically significant. Therefore the entire 17.10 per cent of the variance in intrinsic job satisfaction is contributed by consideration-oriented leadership style. From Table 4.30 it is evident that perceived leadership style (initiating structure and consideration-oriented) is responsible for 36 per cent ($R^2 = 0.360$) of the variance that exists within extrinsic job satisfaction. It can also be seen in Table 4.30 that perceived leadership style (initiating structure and consideration-oriented) is responsible for 15.4 per cent ($R^2 = 0.154$) of the variance that exists within affective organisational commitment.

Table 4.30 Multivariate multiple regression: Univariate tests

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	Intrinsic JS	18.760 ^a	2	9.380	12.441	.000
	Extrinsic JS	39.134 ^b	2	19.567	34.096	.000
	Affective Commit	12.051 ^c	2	6.025	11.019	.000
Intercept	Intrinsic JS	187.678	1	187.678	248.936	.000
	Extrinsic JS	253.669	1	253.669	442.021	.000
	Affective Commit	16.138	1	16.138	29.512	.000
Consideration	Intrinsic JS	7.150	1	7.150	9.484	.003
	Extrinsic JS	15.981	1	15.981	27.847	.000
	Affective Commit	3.424	1	3.424	6.262	.014
InitiatingStructure	Intrinsic JS	2.672	1	2.672	3.545	.062
	Extrinsic JS	4.835	1	4.835	8.425	.004
	Affective Commit	2.671	1	2.671	4.885	.029
Error	Intrinsic JS	91.224	121	.754		
	Extrinsic JS	69.440	121	.574		
	Affective Commit	66.166	121	.547		
Total	Intrinsic JS	2418.250	124			
	Extrinsic JS	2653.438	124			
	Affective Commit	1416.284	124			
Corrected Total	Intrinsic JS	109.984	123			
	Extrinsic JS	108.574	123			
	Affective Commit	78.216	123			

a. R Squared = .171 (Adjusted R Squared = .157)

b. R Squared = .360 (Adjusted R Squared = .350)

c. R Squared = .154 (Adjusted R Squared = .140)

4.6 Summary of key findings

(1) The overall level of job satisfaction within Company-x is moderately high. Both intrinsic and extrinsic job satisfaction is above average but the level of extrinsic job satisfaction is on average higher than that of the level of intrinsic job satisfaction.

(2) The mean measured values for perceived consideration-oriented and initiating structure leadership are 2.60 ($SD = 0.643$) and 2.57 ($SD = 0.534$) respectively. A paired t-test confirmed that the difference between the two leadership styles is not statistically significant. It can thus be concluded that respondents perceive their leaders to have equal levels of initiating structure and consideration-oriented leadership behaviour.

(3) Employees at Company-x have a moderately (just above average) high level of affective organisation commitment towards their organisation. The average level of affective organisational commitment of employees at Company-x is 4.72 ($SD = 0.797$) and the average level of affective organisational commitment according to the OCQ is four.

(4) The results obtained by performing a series of Pearson's correlation coefficients manifested the following:

- There is a significantly strong positive relationship between affective commitment and intrinsic and extrinsic job satisfaction ($r = 0.615, p < 0.01$ and $r = 0.537, p < 0.01$ respectively).
- There is a significantly moderate positive relationship between intrinsic job satisfaction and both consideration-oriented and initiating structure leadership styles ($r = 0.382, p < 0.01$ and $r = 0.325, p < 0.01$ respectively).
- There is a significantly strong positive relationship between extrinsic job satisfaction and consideration-oriented leadership style ($r = 0.562, p < 0.01$).
- There is a significantly moderate positive relationship between extrinsic job satisfaction and initiating structure leadership style ($r = 0.462, p < 0.01$).
- There is a significantly moderate positive relationship between consideration-oriented leadership and affective commitment ($r = 0.346, p < 0.01$).
- There is a significantly moderate positive relationship between initiating structure leadership and affective organisational commitment ($r = 0.332, p < 0.01$).

(5) The results obtained by performing a multivariate multiple regression analysis shows that leadership style is responsible for 17.10 per cent of the variance that occurs within intrinsic job satisfaction. The results, however, also show that the effect of initiating structure leadership on intrinsic job satisfaction is not statistically significant ($p = 0.062$). Therefore all the variance within intrinsic job satisfaction, which is as a result of leadership style, is entirely contributed by consideration-oriented leadership style. The multivariate multiple regression analysis also show that leadership style (both consideration and initiating structure) is responsible for 36 per cent of the variance that occur within extrinsic job satisfaction. Lastly the multivariate multiple regression analysis show that leadership style (both consideration and initiating structure) is responsible for 15.40 per cent of the variance that occur within affective organisational commitment.

(6) A number of t-tests and ANOVA's that were performed show that there are no significant statistical difference between the means of job satisfaction (intrinsic and extrinsic), affective organisational commitment and the means of selected discrete demographic/biographic variables. These discrete demographic/biographic variables include gender, race, level of education and whether the respondents' job requires a professional license or certificate.

(7) By using ANOVA's and Nonparametric correlations it were ascertained that there are no significant statistical differences between the means of job satisfaction (intrinsic and extrinsic), affective organisational commitment and the means of selected ratio demographic/biographic variables. These ratio demographic/biographic variables include years of service (tenure) and age.

4.7 Conclusion

In this chapter the various statistical techniques used to analyse the data obtained from this study were discussed. The statistical methods that were covered include descriptive and inferential statistics. The descriptive statistics are displayed in terms of means and

standard deviations. The inferential statistics include four statistical techniques namely correlations, t-test's, analysis of variance (ANOVA) and multivariate multiple regression analysis, which were presented in terms of their respective required formats.

CHAPTER FIVE – DISCUSSIONS & RECOMMENDATIONS

5.1 Introduction

In this chapter the research questions will be answered and discussed in terms of the obtained results. This chapter will also present the limitations of this study as well as conclusions and recommendations that are made as a consequence the obtained results. The first section of this chapter will be utilised to answer all the research questions. This is then followed by a section which will discuss the limitations of this study. This chapter ends with a discussion pertaining to conclusions and recommendations regarding this study.

5.2 Answering the research questions

In this section all the research questions will be answered in terms of the obtained results of this study. Where deemed necessary each question will be followed by a discussion that will delineate how the obtained result compares to previous studies.

5.2.1 Research Question One: What are the levels of job satisfaction within Company-x?

The overall level of job satisfaction within Company-x is moderately high. According to the MCMJSS, the average level of job satisfaction is 3.5. Both intrinsic and extrinsic job satisfaction are therefore above average ($M = 4.53$, $SD = 0.940$ and $M = 4.31$, $SD = 0.946$ respectively). The means of intrinsic and extrinsic job satisfaction vary from each other by a difference of 0.22 in the favour of extrinsic job satisfaction. After performing a paired t-test it was found that this difference is statistically significant. It can thus be concluded that the level of extrinsic job satisfactions is on average higher than that of the level of intrinsic job satisfaction.

Factors that influence intrinsic job satisfaction include, but are not limited to, aspects such as the perception that employees are doing meaningful work, the perceived amount

of respect that is given to them, the degree to which they are allowed to use their own ability and the freedom that they experience by being allowed to use their own work methods, a sense of recognition, having a sense of responsibility and being given the chance to grow and develop as a professional and a person (Schroder, 2008: 227). Factors that influence extrinsic job satisfaction include factors such as salary and benefits, company policy, administration, status, security, relationships with supervisors, relationships with peers, relationships with subordinates, work conditions and personal life (Smerek & Peterson, 2006: 230). The fact that the level of intrinsic job satisfaction is lower than that of the level of extrinsic job satisfaction implies that employees at Company-x might be experiencing problems relating to certain intrinsic factors.

Previous studies which were performed with the aim of obtaining the level of employee intrinsic and extrinsic job satisfaction seems to have yielded ambiguous results. An example of such a study is a one that was performed by Sancar (2009: 2858) on the effect of leadership behaviours of school principals in relation to teacher job satisfaction in north Cyprus. Sancar (2009) found that intrinsic satisfaction was higher than extrinsic satisfaction. Sancar (2009) also used the MCMJSS as measurement instrument for job satisfaction and measured extrinsic satisfaction to be 4.52 ($SD = 1.15$) and intrinsic satisfaction to be 4.54 ($SD = 1.02$).

5.2.2 Research Question Two: What influence do demographic and biographic factors have on job satisfaction and organisational commitment within Company-x?

A number of t-tests and ANOVA's performed show that there are no significant statistical differences between the means of job satisfaction (intrinsic and extrinsic), affective organisational commitment and the means of selected discrete demographic/biographic variables. These discrete demographic/biographic variables include race, level of education, gender and whether the respondents' job requires a professional license or certificate. By using ANOVA's and nonparametric correlations it was ascertained that there are no significant statistical differences between the means of job satisfaction (intrinsic and extrinsic), affective organisational commitment and the

means of selected ratio demographic/biographic variables. These ratio demographic/biographic variables include years of service (tenure) and age.

Previous research which was performed with the aim of determining the influence of demographic/biographic variables on job satisfaction and organisational commitment has been very inconsistent. Various studies which were performed to investigate the effect of age on job satisfaction (Chambers, 1999; Cramer, 1993; Robbins, 2001; Straw, 1995; Tolbert & Moen, 1998, as cited in Bull, 2005: 44-45) all yielded dissimilar result. Research performed by Angle & Perry (1981: 7); Hrebiniak (1974: 656); Lee (1971: 222) and Sheldon (1971: 146) found that age has a positive influence on organisational commitment.

Studies performed with the aim of investigating the effect of race on job satisfaction seem to have also yielded inconsistent results. A study performed by Brush & Pooyan (as cited in Worrell, 2004: 20) found that there is no significant difference as far as race is concerned. Another study by Weaver (1980) found that none white respondents are less satisfied with their jobs than white respondents.

Previous research has also shown that the effect of gender on job satisfaction and organisational commitment is very ambiguous. In a study performed by Angle & Perry (1981: 7) it was found that women exhibit higher levels of organisational commitment than men. Other studies like the ones performed by Billingsley & Cross (1992: 464); Harrison & Hubbard (1998: 611); Ngo & Tsang (1998: 261) and Wahn (1998: 263) however failed to find any relationship between gender and organisational commitment. Al-Mashaan, (as cited in Bull, 2005: 45-46) is of the opinion that men are more satisfied in their jobs than women. Other research has shown that women are more satisfied in the work place than men. Coward, Hogan, Duncan, Horne, Hiker & Felsen (as cited in Bull, 2005: 45) are of the opinion that women display higher levels of satisfaction in the work place than men do, and that this phenomenon can be seen across most work environments. Some research has even shown that there is no real relationship between job satisfaction and gender in the work place (Bull, 2005: 46).

Previous research involving the effect of years of service (tenure) on organisational commitment and job satisfaction also yielded ambiguous results. Research done by a number of researchers (Allen & Mowday, 1990; Dunham et al., 1994; Gerhart, 1990; Larkey & Morrill; 1995; Malan, 2002; Meyer & Allen, 1997; Mowday, et al.,1982, as cited in Bull, 2005: 57) found that there is a positive relationship between tenure and organisational commitment. Other research shows that there is no relationship between tenure and organisational commitment (Cramer, 1993: 794; Sikorska-Simmons, 2005: 203). A study conducted on 835 university employees by Schroder (2008: 238) found that there was no statistical difference between the levels of intrinsic and extrinsic job satisfaction as far as tenure was concerned. Other studies found that the longer the tenure of an employee the low their job satisfaction (Schroder, 2008: 230).

The effect of level of education on organisational commitment also seems very ambiguous. A study performed by Al-Hussami (2009: 43) has shown that there is a strong correlation between organisational commitment and level of education. While conducting a study involving 180 employees employed within the Russian private sector, Buchko et al. (as cited in Al-Hussami, 2009: 39) discovered that there are no significant correlations between level of education and organisational commitment.

5.2.3 Research Question Three: How do employees at Company-x perceive their managers leadership style?

The average measured values for perceived consideration-oriented and initiating structure leadership style are 2.60 ($SD = 0.643$) and 2.57 ($SD = 0.534$) respectively. A paired t-test confirmed that the difference between the averages of the two leadership styles is not statistically significant ($t(123) = 0.410, p = 0.683$). It can thus be concluded that respondents perceive their leaders to have equal levels of initiating structure and consideration-oriented leadership behaviour.

Consideration-oriented leadership style refers to leaders that are very concerned about the relationship between them and their employees. Initiating structure leadership style refers to leaders that are very task orientated. In other words, they define and structure

the role of their employees and themselves in order to attain a goal (Bartolo & Furlonger, 2000: 91). Leaders at Company-x are perceived to exhibit equal and above average levels of initiating structure and consideration-oriented leadership behaviour. This infers that leaders at Company-x are relatively successful with the execution of work tasks and the administration of work related functions. This also infers that the leaders at Company-x tend to have good working relationships with their followers.

Employees in different work environments seem to perceive their leaders' leadership style differently. A study performed by Sancar (2009: 2858) on the effect of leadership behaviours of school principals in relation to teacher job satisfaction in north Cyprus found that teachers, on average, perceived their leaders' leadership style as being of the consideration-oriented type. Sancar (2009: 2858) also used the LBDQ as instrument to measure perceived leadership style and measured the average consideration-oriented leadership style to be 2.25 ($SD = 0.81$) and the average initiating structure leadership style to be 2.10 ($SD = 0.72$).

5.2.4 Research Question Four: What are the current levels of affective organisational commitment in Company-x?

On average employees at Company-x have a marginally high level of affective organisational commitment towards their organisation. The average level of affective organisational commitment of employees at Company-x towards their organisation is 4.72 ($SD = 0.797$) and the average level of affective commitment according to the OCQ is four.

Similar findings were found in previous studies that incorporated the OCQ as instrument for determining the level of commitment that employees have towards their organisation. In a study conducted by Al-Aalmeri (2000: 533), in which he endeavored to determine if there was a relationship between the levels of job satisfaction and organisational commitment of nurses, it was found that the average level of commitment of nurse were 4.87 ($SD = 0.94$). According to Al-Aalmeri (2000) this result was also deemed to be marginally high.

5.2.5 Research Question Five: Is there a relationship between perceived leadership style, worker job satisfaction levels and affective organisational commitment?

The results obtained by performing a series of Pearson's correlation coefficients manifested that the following relationships exist between perceived leadership style (initiating and consideration-oriented), job satisfaction (intrinsic and extrinsic) and affective organisational commitment:

- There is a significantly strong positive relationship between affective commitment and intrinsic and extrinsic job satisfaction ($r = 0.615, p < 0.01$ and $r = 0.537, p < 0.01$ respectively).
- There is a significantly moderate positive relationship between intrinsic job satisfaction and both consideration-oriented and initiating structure leadership styles ($r = 0.382, p < 0.01$ and $r = 0.325, p < 0.01$ respectively).
- There is a significantly strong positive relationship between extrinsic job satisfaction and consideration-oriented leadership style ($r = 0.562, p < 0.01$).
- There is a significantly moderate positive relationship between extrinsic job satisfaction and initiating structure leadership style ($r = 0.462, p < 0.01$).
- There is a significantly moderate positive relationship between consideration-oriented leadership and affective commitment ($r = 0.346, p < 0.01$).
- There is a significantly moderate positive relationship between initiating structure leadership and affective organisational commitment ($r = 0.332, p < 0.01$).

A number of studies (Vance & Larson, 2002; Chiok Foong Loke, 2001; Martin, 1990; Dunham-Taylor, 2000; Berson & Linton, 2005; Mosadeghrad, 2003a, as cited in Rad & Yarmohammadian, 2006:13) performed throughout the world have shown that there is a positive correlation between job satisfaction and leadership. On the other hand a study performed by Lok & Crawford (2004: 332) determined that initiating structure leadership behaviour had a significantly negative influence on job satisfaction. Even though the literature advocates that there is a relationship between leadership behaviour

and organisational commitment, there is insufficient empirical data to support this notion. Studies performed by Agarwal, DeCarlo & Yvas (1999) and McNeese-Smith (1999b), established that leadership style has a positive influence on organisational behaviour (as cited in Chin & Lin, 2009: 804). Studies performed in the nursing sector of China by Wu & Norman, (as cited in Al-Hussami, 2009: 38) found that there is a positive correlation between job satisfaction and organisational commitment ($r = 0.464$, $p < 0.01$).

5.2.6 Research Question Six: What is the nature of this relationship?

The results obtained by performing a multivariate multiple regression analysis show that leadership style is responsible for 17.10 per cent ($R^2 = 0.17$) of the variance that occur within intrinsic job satisfaction. The results, however, also show that the effect of initiating structure leadership on intrinsic job satisfaction is not statistically significant ($p = 0.062$). Therefore all the variance within intrinsic job satisfaction, which is as a result of leadership style, is entirely contributed by consideration-oriented leadership style. This implies that if leaders/managers at Company-x want to increase the level of intrinsic job satisfaction of their workers they need to increase their level of consideration-oriented leadership behaviour. The multivariate multiple regression analyses also show that leadership style (both consideration and initiating structure) is responsible for 36 per cent ($R^2 = 0.36$) of the variance that occur within extrinsic job satisfaction. Lastly the multivariate multiple regression analysis show that leadership style (both consideration and initiating structure) is responsible for 15.40 per cent ($R^2 = 0.154$) of the variance that occur within affective organisational commitment.

A previous study (Sancar, 2009: 2858) which was performed in order to investigate the effects of leadership on job satisfaction also found that initiating structure leadership style had no effect in predicting intrinsic job satisfaction. During this study it was found that only consideration-oriented leadership style had an effect on predicting 31 per cent of the variance that occurs in intrinsic job satisfaction.

5.3 Limitations of the research

This study is limited by the fact that the measurement of leadership style will be limited to only two leadership styles, namely initiation structure and consideration-orientated leadership styles. This study is also limited in the sense that it is only concerned with one type of organisational commitment, namely affective commitment. The study excludes the unskilled production staff members within Company-x, which account for about 39 people. Thus, excluding the unskilled production staff members, the study was limited to 126 people.

5.4 Conclusions and recommendations

Job satisfaction can be a major determinant in organisational performance and effectiveness. Dissatisfaction, which is caused by an unsatisfactory work environment, could lead to employees looking at other issues within the organisation in order to justify them leaving their jobs. In some cases, employees can become emotionally withdrawn from their organisation as a result of dissatisfaction caused by factors such as the unavailability of growth opportunities within the organisation (Lok & Crawford, 2004: 321). In relation to the above mentioned statement the following conclusions are drawn from the results obtained from this research study.

The above average levels of both perceived initiating structure and consideration-oriented leadership styles could be the reason for the slightly high levels affective organisational commitment ($M = 4.72$, $SD = 0.797$) which was measured during this study. Studies performed by Agarwal, DeCarlo & Yvas (1999) and McNeese-Smith (1999b), established that leadership style has a positive influence on organisational behaviour (as cited in Chin & Lin, 2009: 804).

The results of this study also show that the employees at Company-x have a moderately high level of extrinsic and intrinsic job satisfaction but that the level of extrinsic job satisfaction is higher than that of the level of intrinsic job satisfaction. This observation can be justified by the result that was obtained by performing a multivariate multiple

regression analysis. The result of the multivariate multiple regression analysis show that the combination of initiating structure and consideration-oriented leadership style has a 36 per cent influence in predicting the outcome of extrinsic job satisfaction. The outcome of intrinsic job satisfaction, however, is not affected by initiating structure leadership but only by consideration-oriented leadership. Consideration-oriented leadership is responsible for predicting 17.1 per cent of the outcome of intrinsic job satisfaction. Taking cognisance of the fact that the average level of initiating structure and consideration-oriented leadership styles are perceived to be equal within this study, it can easily be seen why the level of extrinsic job satisfaction is higher than that of the level of intrinsic job satisfaction.

The fact that the level of intrinsic job satisfaction is lower than that of the level of extrinsic job satisfaction could infer that employees at Company-x are not so happy with certain intrinsic factors. This could have direct bearing on the increased level of turnover that Company-x has been experiencing. According a study conducted by Spillane (1973: 71) it was found that reasons why employees stay with their organisations are concerned primarily with intrinsic factors. These intrinsic factors include, but are not limited to, aspects such as the perception that they are doing meaningful work, the perceived amount of respect that is given to them, the degree to which they are allowed to use their own ability and the freedom that they experience by being allowed to use their own work methods, a sense of recognition, having a sense of responsibility and being given the chance to grow and develop as a professional and a person (Schroder, 2008: 227).

To increase the level of intrinsic and extrinsic job satisfaction leaders at Company-x could consider the following recommendations:

- (1) Top management at Company-x should consider adapting a policy were all vacancies within the company are made available to internal staff first before looking outside of the company for possible replacements. This will increase growth opportunities within Company-x which will in turn increase the level of intrinsic job satisfaction of employees.

(2) Leaders within Company-x should adapt an open door policy whereby employees will be encouraged to interact with their respective leaders regarding work and other issues that prohibit them from performing their duties at their optimum level. This will increase extrinsic job satisfaction as well as affective organisational commitment which in turn will have a positive effect on employee turnover.

(3) Leaders should attend leadership development programs which have been recognized to increase individual competencies which are vital for the execution of effective leadership behaviour (Cherniss, 1998 as cited in Sancar, 2009:2863).

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